**Chapter 1**

**Introduction**

**1.0 Introduction:**

Research process is often known as the systematic approach to explore and investigate the primary causes for specific research problem. It is the way of solving the research questions in systematic ways by passing through research stages and solving of pre-set research questions. Research process has specific research objectives those are refined from research topic or intended research area. However, there are two major purposes to conduct research work such as primary purposes and secondary purposes of the research. The primary purposes of the research includes the tasks of documentations, situation analysis, and explanations of the research findings where the secondary purposes of the research work include exploring the merits and demerits from research findings, and providing recommendations based on the explanation of research project. The major areas of research areas include management research, marketing research, economic research, business research, scientific research and social research.

**1.1 Background and context**

Customer satisfaction is an evaluative statement that assesses the post consumption satisfaction of any specific product or service. Customers naturally compare satisfaction through differentiating the expected performance of the product or service with the perceive performance of the product or service (Abbasi, et al., 2010). Across the world, customer’s expectation, perception, taste and preferences are changing rapidly and food industry is not an exception. Perhaps with the globalization pressure and an average increase of purchasing power it is becoming more and more difficult to satisfy the consumers and their expectations about service quality is skyrocketing.

In UK, food industry refers as extensive business and across the globe UK is the second most desirable tourist location. From birth to death, life garnished with food items for all our social activities. In UK, the trend of eating out is increasing day by day as more people love to have their food in a fast food shop on different occasions. Customer satisfaction is one the most common and important aspects within fast-food industry due to market competition and availability of businesses. Customers play the most important role in any business and who have significant influence on profitability, food industry is not an exception (Khan, 2011). Customer satisfaction is considered or referred as one of the most important aspects in food industry that explains the personal feelings of customers towards foods and services. By providing quality products and services, fast food industry remains competitive and tries to satisfy their customers. The ongoing development on quick and efficient service made fast food industry more challenging in business world.

**Company background**: KFC is known as the most renowned and well recognized chicken shops in the fast-food industry. KFC is often referred as Kentucky Fried Chicken which is primarily based in Louisville. Kentucky was founded in the year of 1938 by Colonel Harland Sanders that owns around or over 40,000 restaurants in not less than 128 countries, nations and territories all over the world that is serving up the colonel’s original recipes. The world’s most renowned chicken fried providing shops KFC has expanded internationally and very fast. It started its corporate ownership in the year of 1970 and 1980 and the organization has started its form of Yum brand.

**1.2 Aims and Objectives:**

The aims of the study is to acquire practical knowledge on customer satisfaction and understanding the applications of the research tools, techniques, and models to explore pre-set objectives and find out the best suitable answers for particular research subject. The aims and objectives of this research project assesses the impact of customer satisfaction on company’s profitability; however the objectives are:

* To critically review customer satisfaction at KFC
* To identify determinant factors influence customer satisfaction in KFC
* To assess the measures of customer satisfaction in KFC
* To make recommendations on customer satisfaction of KFC

**1.3 Scope and Importance:**

Form the scope of the research in particular field. The study on research project is significant in many ways but it is more important to determine the problems statement and research objectives. Finding the problems always brings opportunity to improvement. Therefore, it is important to find the issues and facts that needed to addressed in the form of problems. The problems of the research can treated as important and solved by achieving particular purposes of the research. Well-planned tactical tools can define the types of problem, explanation of problem, defining the scope and limitations of the problems. The research work on customer satisfaction UK- KFC needs to focus narrowly to define the problem and creatively explore the solution by giving importance to the problems as scope of development. However, the scopes of the research are totally depending on the opportunities and barriers of conducting research work while the significance define the importance of conducting the study on particular subject of research project.

**1.4 Rational**

Since customer’s expectation, perception, taste and preferences are rapidly changing, it has become immensely important to describe precisely the determinant factors influencing the service quality and customer satisfaction level in UK food industry. KFC loose customer cause of not producing health conscious food and declining profit margin. KFC need to take some pragmatic steps for introducing innovative ideas in food products and gaining new customers trust. However, effective operational plan and marketing ideas can execute such innovations in efficient way.

My ultimate goal is to be a manager in KFC, and my research will enable me to gain adequate knowledge and skills that will help in my career progression.

**1.5 Overview of dissertation**

The overview of the dissertation is the summary of the study on customer satisfaction that determines the performance and future growth of KFC – UK. This dissertation focused on the key factors of customer satisfaction and impact on profitability. It also looked at the different initiatives by KFC for future development.

Chapter: 01, this chapter introduce the background of the project, aims and objectives, scope and importance, and rational which help to describe literature review.

Chapter: 02, this chapter will encloses literature review. It will focus on customer satisfaction, service quality, motivation and competitiveness which will certainly be helpful to understand overall theoretical picture of customer satisfaction.

Chapter: 03, this chapter will focus on data collection method and analysis. It will discuss on questionnaire answers set to staff and customers. It will also help to conduct the full research and, in addition ethics and limitation of the data collection.

Chapter: 04, in this chapter fifty respondents been selected by using random sampling method in statistical data collection technique. The respondents include fifty respondents from the customers of KFC, the employees and workers of KFC, and an interview session with KFC manager. This chapter will give brief data presentation and analysis through bar and pie charts.

Chapter: 05, this chapter will include the result and discussion based on chapter four. It will also focus on research objectives where customer satisfaction, measurement of customer satisfaction, influential factors of customer satisfaction and gaps will identified.

Chapter: 06, holds the conclusion and recommendations of the project based on the research outcomes. It will also describe how KFC can improve its services and provides quality products to satisfy its existing customers and develop related issues for future work.

Chapter: 07, includes my personal strengths and limitations before and after the conduction of the research and how theoretical explanation in lining with practical experiences maximise my confidence level in different aspects and enriches my knowledge and understandings.

**Chapter 2**

**Literature review**

**2.1 Introduction:**

Literature review is a systematic process for focusing on research questions. It identifies the relevant evidences to research questions and research objectives. It considered as the secondary source of data collection process for the research that interpreted as the review of accomplished abstract. In most cases literature review associated with academic literatures, which includes articles reviewed by peers, thesis papers, and research proposal. The literature review primarily provides the contexts for specific reader and to theories for analysing research. It is the systematic process for effective combination of statistical methods and tools to use and apply in the research data from reliable source (Baron *et al*., 2003).

This chapter will review literature related to my dissertation. It will start with definition of customer satisfaction before going to analyse service quality an important aspect of customer satisfaction. It will then consider performance management, which is integral to examine how performance is managed. It will then examine at motivation which lift staff morale towards customer satisfaction. And finally it will look at competitiveness because KFC is ultimately interested in increasing its’ market share.

**2.1.1Customer satisfaction:**

Customer satisfaction is the most important measure, which used in marketing for evaluating the performance and preferences of company’s products and services by measuring satisfaction level of company’s customers. The customers are the valuable asset for an organization who provides continuous revenue stream and increase market share for an organization. Therefore, satisfaction is the term that is widely used to calculate customers’ expectations about particular or range of products or services offered by the organization. The level of satisfaction of the customers defined as the customer percentages who, consume products or receive the services from an organization and feel valued against money (Heinz, 2001). The customers’ satisfaction measurement depends on the rating of customer to organisation’s services or products. The satisfactions of customers’ refer to post consumptions statements of the judgement for any service or product. In lieu of determining customers’ satisfaction, the customers evaluate and compare the desired performances of service or product with products’ actual performance (Marvin, *et al*., 2005).

Satisfaction or positive disconfirmation is only possible when the actual performance by consuming any product or service overcome the expected performance (Holjevac *et* *al*., 1999). The post consumption of any product or service and evaluative statement of judgement describes customer satisfaction. Generally, for determining the level of satisfaction customer compares the actual performance of the product or service with the expected performance of the product or service (Liana, *et al*., 2005). Disconfirmation theory about expectancy generally is used for conceptualizing the customer satisfaction. On the other hand the negative disconfirmation of dissatisfaction incurs at the time of actual performance when the products or services are consumed or taken that becomes below expectations. However, the level of customer satisfaction has both of the direct and indirect effects on business performance and satisfaction levels of the customers (Jasmina *et al*., 2007)

**2.1.2 Importance of customer satisfaction:**

The satisfaction of the customers is significant because the success of the organization is directly depending on its customers that how the company could able to keep its customers satisfied to its products and services. In food industry, customer satisfaction highly depends on products tastes, the service quality and environment of the organization. Here, it is important to observe that the customers are satisfied if they are treated and valued with good manner (Wiley & Robert, 2005). However, the satisfaction of the customers depends on some variables, which need to be developed to cope up with the change of tastes and preferences of the customers. It is observed that the indicator of key performances of business can be measured by using balanced scorecard and in competitive market place; customer satisfaction is seen as the key and major differentiator for business strategy. The ratings of customer satisfaction have powerful effect as it focuses on customers’ expectations and changing preferences (McKay, 2001).



(Boston, Bergman & Klefsjo (2003), The Impact of Customer Satisfaction of Organizational Performance; McGraw Hill Publications Limited, Ch: 3, P: 98)

Here, the graph above finds that to satisfy the customers it is required to fulfill the needs, expectations which ultimately create a brand image to the customers. The research discovers that the customers are dissatisfied if basic needs are not fulfilled by the organization. Hence, to achieve the degree of achievement, it is crucial for the organization to ascertain basic and primary needs of the customers (Kano *et al*., 1984).

**2.1.3 Consist of customer satisfaction:**

There are some characteristics and basic features to satisfy the needs and expectations of the customers which help to minimize the rate of dissatisfaction of the customers. The major aspects for customer satisfaction are; business continuation, having few complaints, feeling of the importance, trust in follow up, willingness to give feedback, and referral programs (Elton, 2002).

**Business continuation**: The continuing business process helps organisation’s operational activities in such way that become successful outcomes for the organisation. It works in some ways such as meeting of the needs and expectations of the customers need the organization to produce the best offers and deliver the best services to its customers (Kano *et al*., 1984).

**Managing the complaints**: The management of the complaints is one of the most essential functions as happy customers rarely have complaint but if they complaint on some aspect, it is the duty of customer service officials or executives to take those complaints importantly (Edwards, 2001). To provide extra flexibilities and ensure better customization, understanding of customers’ needs and expectations are necessary and it also the duty for business entity to consider any issues regarding the complaints of customers (Jon *et al*., 1998).

**Providing regular feedback**: Getting feedback and responding to the customers queries are essential to know about the market demand and improving the pattern of products and service quality. As regular feedback gives the marketer all necessary information about the tastes and preferences of company’s offerings, it directly helps the market researcher to discover the best and suitable option for customers (Iselin *et al*., 1999).

**2.1.4 Purposes of customer satisfaction:**

As the level of customers’ satisfaction provide the leading indicators for commodities purchase the intentions of consumer purchase and organization’s loyalty. The data and information on customer satisfaction are collected based on market perceptions of the customers and most frequent indicators (Kulich *et al*., 1998).

The major purposes of customer satisfaction are given below:

* The Study indicates customers satisfaction is the most important consideration that strongly depend on value added products with the services, which mostly calculated on a five-point scale, "individuals who rate their satisfaction level as '5' are more likely to become return customers and might even evangelize for the company (Gonzales, 2004).

The collection, analysis and dissemination of data for tending the customers, and ensuring they receive positive experience in goods and services from the company (Boston, 2006).

**2.1.5 The disconfirmation model of customer satisfaction:**

The Disconfirmation Model (Harley, 2003) is based on the comparison of customers’ ratings between expectations and perceived performance. When a product performs as expected, an individual’s expectations get confirmed. Negatively confirmed when product performance become poor than expectation. When a product performs over the expectations, the disconfirmation is positive (Churchill & Suprenant ,1982). Four constructs are there to describe the traditional disconfirmation paradigm mentioned as expectations, performance, disconfirmation and satisfaction.  Customer satisfaction considered as an outcome of purchase and use, resulting from the buyers’ comparison between expected rewards and incurred costs of the purchase in relation with anticipated consequences. In operation, satisfaction is somehow similar to attitude as it evaluated as the sum of satisfactions with some features of product. In the literature, cognitive and affective models of satisfaction are also developed and considered as alternatives (Pfaff, 1977).

**2.1.6 Measuring customer satisfaction:**

Customer satisfaction is an ambiguous and abstract concept and the actual manifestation of the state of satisfaction will vary from person to person and product/service to product/service. The state of satisfaction depends on a number of both psychological and physical variables, which correlate with satisfaction behaviours such as return and recommend rate (Burr Ridge *et al*., 2004). The level of satisfaction can also vary depending on other options the customer may have and other products against which the customer can compare the organization's products. The usual measures of customer satisfaction involve a survey from software providers such as Confirmit, Medallia and Satmetrix with a set of statements using a Likert Technique or scale (2004) (Tariq, 1998). The customer is asked to evaluate each statement and in term of their perception and expectation of performance of the organization being measured. Their satisfaction generally measured on a five-point scale (Rachel *et al*., 2000).



(Gores T, M and Kane & Mari, J (2004) Advanced Marketing Management, Pearson Education Publications, 4th edition, chapter: 04 and p: 82)

Here, customer satisfaction data can also collected on a 10-point scale. Regardless of the scale used, the objective is to measure customers’ perceived satisfaction with their experience of business offerings. It is essential for business to manage customer satisfaction effectively. To be able do this, we need accurate measurement of satisfaction (Japery, *et al*., 1997).

**2.1.7 Methods to measure customer satisfaction:**

Managing customers’ satisfaction efficiently is one the biggest challenge an organization face. The tools or methods to measure customer satisfaction needs to be defined sophisticatedly to fulfil the desired norms. There are following methods to measure customer satisfaction (Dolton, 2001):

**Direct Methods**: Directly contacting customers and getting their valuable feedback is very important. Following are some of the ways by which customers could directly tab:

Collect customer feedback through third party agencies.

Direct marketing, in-house call centres, complaints handling department could treated as first point of contact for getting customer feedback. These feedbacks compiled to analyse customers’ perception.

Collect customer feedback through face-to-face conversation or meeting.

Collect feedback through complaint or appreciation letter.

Direct customer feedback through surveys and questionnaires (Morris *et al*., 2002).

In direct methods, organizations mostly employ external agencies to listen to their customers and provide dedicated feedback to them. These feedbacks needs to be sophisticated and in structured format so that conclusive results could be fetched out. Face to face meetings and complaint or appreciation letter engages immediate issues. The feedback received in this is not uniformed as different types of customers are addressed with different domains of questions (Madison, *et al*., 2005).This hiders the analysis process to be performed accurately and consistently. Hence the best way is to implement a proper survey which consists of uniformed questionnaire to get customer feedback from well segmented customers. The design of the prepared questionnaire is an important aspect and should enclose all the essential factors of business. These feedback could received by the organizations can be treated as one of the best way to measure customer satisfaction (Langer & Baulk, 2004).

**Indirect Method**: The major drawback of direct methods is that it turns out to be very costly and requires a lot of pre compiled preparations to implement. For getting the valuable feedbacks the supplier totally depends on the customer due to which they looses options and chances to take corrective measure at correct time (Hyrum, 1997).

In addition to this there are other following indirect methods of getting feedback regarding customer satisfaction:

**Customer Complaints**: Customer’s complaints are the issues and problems reported by the customer to supplier with regards to any specific product or related service. These complaints can be classified under different segments according to the severity and department (Frothy *et al*., 2003). If the complaints under a particular segment go high in a specific period of time then the performance of the organization is degrading in that specific area or segment. But if the complaints diminish in a specific period of time then that means the organization is performing well and customer satisfaction level is also higher (Kiel’s *et al*., 1997).

**Customer Loyalty**: It is necessarily required for an organization to interact and communicate with customers on a regular basis to increase customer loyalty. In these interactions and communications it is required to learn and determine all individual customer needs and respond accordingly (Levine *et al*., 1998). A customer is said to be loyal if he revisits supplier on regular basis for purchases. These loyal customers are the satisfied ones and hence they are bounded with a relationship with the supplier. Hence by obtaining the customer loyalty index, suppliers can indirectly measure customer satisfaction (Oren, *et al*., 1996).

**2.1.8 Limitations of customer satisfaction:**

The true measure of a satisfied customer is when there is no perceived gap between expectation and performance on the most important attributes of the product or service in question. Therefore, the research method must accurately measure importance, expectation, and performance. Traditional approaches often do not measure all three metrics, or they measure them using older, less precise measurement approaches (Klose *et al*., 1998). Additionally, three central limitations prevent traditional customer satisfaction designs from producing the more powerful new generation outcomes. Inferring importance from performance, most service quality or customer satisfaction approaches don't actually measure importance at all. They either correlate performance scores of a key driver against some measure of overall satisfaction. These approaches then call that correlation or regressions weight an "importance score." From the standpoint of experimental method, this is simply invalid. Correlations and regression coefficients are measures of association, not importance. Solution: Obtain importance for each attribute by using techniques expressly designed to measure importance (Jolin *et al*., 1997).

**2.2 Service quality:**

Service quality is basically termed as the comparison of customers’ expectation with the performance of the products or services (Holjevac *et al*., 1999). An improved and expected service quality increases the economic situation of the organization. Like customer satisfaction, service quality also refers to an evaluative judgment regarding the service offering. Service quality has different dimensions as service quality can refer to physical product quality, technical quality and the image quality (Holjevac *et* *al*., 1999). It will be worth mentioning that SERVQUAL based on five basic service quality dimensions reliability (higher the reliability greater will be the service quality), tangibles(the impact of the service needs to be permanent in customers mind frame), responsiveness (willingness to help customer to provide prompt service), assurance (knowledge and courtesy of employees and their ability to convey trust and confidence) and empathy (the service caters the explicit and individualized attention to its customers) are used to define and assess the level of service quality (Dongqin & Ren, 2011).

**2.2.1 Importance of service quality:**

The Company believes that providing exceptional levels of customer service is as important as the quality of the products it makes. To support this commitment, it has developed a number of initiatives aimed at continuously improving service (Jaffe *et* *al*., 2003).

Guarantees to complete projects on time and on budget

Operates a Customer Charter that sets out minimum standards that customers of its Hire Division can expect to receive

This charter includes the pledge where the customer if it fails to deliver a building on time

Offers a complete plan, design and build service, whereby a client can choose simply to accept the keys and open the doors on completion

Runs a comprehensive customer satisfaction survey every month (Roger, 2005).

The measurement of subjective aspects of customer service depends on the conformity of the expected benefit with the perceived result. This in turns depends upon the customer's expectation in terms of service, they might receive and the service provider's ability and talent to present this expected service (Belem, *et al*., 1999). Successful Companies add benefits to their offering that not only satisfy the customers but also surprise and delight them. Delighting customers is a matter of exceeding their expectations. Pre-defined objective criteria may be unattainable in practice, in which case, the best possible achievable result becomes the ideal. The objective ideal may still be poor, in subjective terms. However, service quality can be related to service potential service process (Julian *et al*., 1996).

**2.2.2 Components of Service Quality:**

The measurement of the service quality is involved with both objective and subjective process and the satisfaction of the customer is assessed thorough measuring the quality of the services. However, the satisfaction of the customers is considered as an indirect measurement of the quality of services (Warty et al., 2005). There are some techniques and practices to measure the quality of the services; these are described below:

The subjective components of service quality:The subjective characteristics of service quality can be assessed by using SERVQUAL method. In this method the problems on product or services are explored and the best solutions are offered on how service quality can be increased and defection can be minimized. It is the most significant method to evaluate the subjective components of service quality (Mani, 2003).

The objective components of service quality:It is the processes to measure the service quality by observation and inferences about the quality of services. This process is divided into primary and secondary processes (Bollinger *et al*., 2003). In primary process the normal customers of the products or services are observed and the silent customers are tested through service episode. In secondary process the complaints of the customers about the products quality are taken into consideration. These two processes are effective to measure the products or service quality of the company (Yuen *et al*., 1998).

**2.2.3 Limitation of Service quality:**

A customer's expectation of a particular service is determined by factors such as recommendations, personal needs and past experiences. The expected service and the perceived service sometimes may not be equal, thus leaving a gap. The service quality model or the ‘GAP model’ developed by a group of authors- Parasuraman, Zeithaml and Berry at Texas and North Carolina in 1985, highlights the main requirements for delivering high service quality. It identifies five ‘gaps’ that cause unsuccessful delivery. Customers generally have a tendency to compare the service they 'experience' with the service they 'expect'. If the experience does not match the expectation, there arises a gap. Ten determinants that may influence the appearance of a gap were described by Parasuraman, Zeithaml and Berry (1997) in the SERVQL model: reliability, responsiveness, competence, access, courtesy, communication, credibility, security, understanding the customer and tangibles (Nundy, 2001).

**2.3 Performance management:**

Managing the performance of the organization is the most important aspect to ensure the goals are achieved in an efficient and most effective manner (Herzberg *et* *al*., 2002).Performance management basically focuses on business performance of the organization, operational excellence of company’s various departments, employees’ productivity, and the other areas. It is the process by using which an organization aligns its resources business system, and strategic objectives. Effective performance management has lots of advantages and operational efficiency can be obtained through effective management of business performance (Herzberg *et al*., 2002).

**2.3.1 Purpose of performance management:**

A formal definition of performance management, according to Daniels' is "a scientifically based, data-oriented management system. It consists of three primary elements-measurement, feedback and positive reinforcement (Hansel, *et al*., 2002). Performance management (PM) includes activities which ensure that goals are consistently being met in an effective and efficient manner. Performance management can focus on the performance of an organization, a department, employee, or even the processes to build a product of service, as well as many other areas. PM is also known as a process by which organizations align their resources, systems and employees to strategic objectives and priorities. Performance management originated as a broad term coined by Dr. Aubrey Daniels in the late 1970s to describe a technology (i.e. science imbedded in applications methods) for managing both behaviour and results, two critical elements of what is known as performance (Marshall *et al*., 2004).

**2.3.2 Importance of performance management:**

Managing employee or system performance and aligning their objectives facilitates the effective delivery of strategic and operational goals. Some proponents argue that there is a clear and immediate correlation between using performance management programs or software and improved business and organizational results (1997). In the public sector, the effects of performance management systems have differed from positive to negative, suggesting that differences in the characteristics of performance management systems and the contexts into which they are implemented play an important role to the success or failure of performance management (Raspy *et al*., 2001).

Performance management helps an organization to obtain financial gain directly and these are given below:

1. Grow sales
2. Reduce costs in the organization
3. Stop project overruns
4. Aligns the organization directly behind the CEO's goals
5. Decreases the time it takes to create strategic or operational changes by communicating the changes through a new set of goals (Fred *et al*., 2002).

**2.3.3 Consist of Performance Management:**

Questions asked when implementing a business performance management program include:

**Goal-alignment queries:** Determine the short- and medium-term purpose of the program. What strategic goal(s) of the organization will the program address? What organizational mission/vision does it relate to? A hypothesis needs to be crafted that details how this initiative will eventually improve results / performance (Harrison *et al*., 2003).

**Baseline queries:** Assess current information-gathering competency. Does the organization have the capability to monitor important sources of information? What data being collected and how is it being stored? What are the statistical parameters of this data, e.g., how much random variation does it contain? Is this being measured? (Morris *et al*., 2004)

**Cost and risk queries:** Estimate the financial consequences of a new BI initiative. Assess the cost of the present operations and the increase in costs associated with the BPM initiative. What is the risk that the initiative will fail? This risk assessment should convert into a financial metric and included in the planning (Chris, 2005).

**Customer and stakeholder queries:** Determine who will benefit from the initiative and who will pay. Who has a stake in the current procedure? What kinds of customers / stakeholders will benefit directly from this initiative? Who will benefit indirectly? What quantitative / qualitative benefits follow? Is the specified initiative the best or only way to increase satisfaction for all kinds of customers? How will customer benefits be monitored? What about employees, shareholders, and distribution channel members? (Kentucky *et al*., 2007)

**2.3.4 Limitation of Performance Management:**

Performance management is used most often in the workplace, can apply wherever people interact schools, churches, community meetings, sports teams, health setting, governmental agencies, social events and even political settings anywhere in the world people interact with their environments to produce desired effects. Armstrong and Baron (1998) defined it as a “strategic and integrated approach to increase the effectiveness of companies by improving the performance of the people who work in them and by developing the capabilities of teams and individual contributors.” It may be possible to get all employees to reconcile personal goals with organizational goals and increase productivity and profitability of an organization using this process. It is applicable by organizations or a single department or section inside an organization, as well as an individual person. The performance process is appropriately named the self-propelled performance process (SPPP), first, a commitment analysis must be done where a job mission statement is drawn up for each job. The job mission statement is a job definition in terms of purpose, customers, product and scope. The aim with this analysis is to determine the continuous key objectives and performance standards for each job position. If a job description is not available, then a systems analysis can be done to draw up a job description. The aim with this analysis is to determine the continuous critical objectives and performance standards for each job (Henrey, 2001).

**2.4 Motivation:**

Controlling of work environment is considered as the most important challenge of business practice and it is considered as management challenge for some reasons, firstly leader carries out the process of applying their leadership knowledge and skills which is known as process management. The activity of entrepreneurships depends on the type of the institution and involved with creativity. From solo scale entrepreneurship has ranges to major undertaking to create sufficient job opportunities. The motivation is the incentive that directly increases the productivity of business by enhancing of employee production capacity (Marlow *et al*., 2004).

Motivation in management describes ways in which managers promote productivity in their employees. Learn about this topic, several theories of management, and ways in which this applies to the workplace (Kelly et al., 2006). Motivation in management is the process through which managers build the desire to be productive and effective in their employees (Collin et al., 2004).

**2.4.1 Importance of motivation:**

Motivation is an inner drive to behave or act in a certain manner (Stephen A. Ross *et* *al*., 2004). These inner conditions such as wishes, desires and goals, activate to move in a particular direction in behaviour. Motivation has been shown to have roots in physiological, behavioural, cognitive, and social areas. Motivation may be rooted in a basic impulse to optimize well-being, minimize physical pain and maximize pleasure. It can also originate from specific physical needs such as eating, sleeping or resting (Roger, *et al*., 2002). A number of motivational theories emphasize the distinction between conscious and unconscious motivations. In evolutionary psychology, the ultimate, unconscious motivation may be a cold evolutionary calculation; the conscious motivation could be more benign or even positive emotions (Thomson *et al*., 2002).

**2.4.2 Several theories of motivation:**

Expectancy theory outlines the connection employees expect between effort and reward (Randolph *et al*., 2002). If an employee does very well and puts forth additional effort, they will likely expect to be rewarded accordingly. In a retail setting, for example, a cashier might offer to work a double shift when a manager is short staffed, but would expect praise and perhaps additional compensation for doing so (Bernard *et al*., 2003).

Equity Theory indicates that employees are best motivated when they feel that they are being treated equally (Ross *et al*., 2004). If two employees perform the same job, and believe that they do so equally well, they would expect equal pay and equal recognition. Lack of equity, whether real or imagined, can damage employee motivation. Again, imagine you are working as hard as you can and find that someone else who works at the same level doing the same job makes more money (Kelly *et al*., 2004).

Employment typically fulfils the lower level needs, regardless of motivation. If a person has a job, they ideally have money to buy food and shelter, and feel secure. Motivated employees will find their needs met at higher levels. Employees who feel part of a team praised for a job with well done that fulfils the need for belonging and esteem and will likely be more motivated (Herzberg, 2003).

**a. Two factors theory of motivation (1998):** The two factor theory is another popular motivation theory that is developed by Fredrick Herzberg. In this motivation theory the employees of the organization are motivated by two primary factors, these are: hygiene factor, and motivation factor. The two factor theory assumes that the employees and the organizational workers are influenced by safe working conditions, security, technical supervisions, and pay rate. The two factors influence the employees to be motivated by influencing the behaviour of them (Bowline, *et al*., 2004).

**b. Maslow's hierarchy of needs (1996):** Content theory of human motivation includes both Abraham Maslow’s hierarchy of needs and Herzberg's two-factor theory. Maslow's theory is one of the most widely discussed theories of motivation. The American motivation psychologist Abraham H. Maslow developed the hierarchy of needs consisting of five hierarchic classes. According to Maslow, people are motivated by unsatisfied needs. At lower levels of Maslow’s hierarchy needs, such as physiological needs, money is a motivator; however it tends to have a motivating effect on staff that lasts only for a short period (in accordance with Herzberg's two-factor model of motivation) (Robinson *et al*., 1997).

**c. McGregor’s theory X and Y (2001):** At higher levels of the hierarchy, praise, respect, recognition, empowerment and a sense of belonging are far more powerful motivators than money, as both Maslow’s theory of motivation and McGregor’s theory X and Y demonstrate.

Motivated employees always look for better ways to do a job.

Motivated employees are more quality oriented.

Motivated workers are more productive (Markesan & McGregor, *et al*., 2005).

The average workplace is about midway between the extremes of high threat and high opportunity. Motivation by threat is a dead end strategy, and naturally staffs are more attracted to the opportunity side of the motivation curve than the threat side. Motivation is a powerful tool in the work environment that can lead to employees working at their most efficient levels of production (Markesan, & McGregor, *et al*., 2005).

**d. Needs theory (1996):** Need theory, created by psychologist David McClelland (1994), is a motivational model that attempts to explain how the needs for achievement, power, and affiliation affect the actions of people from a managerial context. This model was developed in the 1960s soon after Maslow's hierarchy of needs in the 1940s. McClelland stated that we all have these three types of motivation regardless of age, sex, race, or culture. The type of motivation that each individual is driven by is changed by life experiences and the opinions of their culture. This need theory is often taught in classes concerning management or organizational behaviour (Jackob, 2004).

In my research work McGregor’s theory X and Y have been used. In this theory, management assumes employees are inherently lazy and will avoid work if they can and that they inherently dislike work. As a result of this, management believes that workers need to be closely supervised and comprehensive systems of controls developed. A hierarchical structure is needed with narrow span of control at each and every level. According to this theory, employees will show little ambition without an enticing incentive program and will avoid responsibility whenever they can (Douglas *et al*., 1997).

**2.4.3 The approaches of Motivation:**

An employee must be motivated to work for a company or organization. If no motivation is present in an employee, then that employee’s quality of work or all work in general will deteriorate. People differ on a personality dimension called locus of control. This variable refers to individual's beliefs about the location of the factors that control their behaviour. At one end of the continuum are high internals who believe that opportunity to control their own behaviour rests within themselves. At the other end of the continuum there are high externals who believe that external forces determine their behaviour (Thomson *et al*., 2005).

**2.4.4 Modern theories (Intrinsic & Extrinsic) (2007):**

### Intrinsic and extrinsic motivation: Motivation can be divided into two types: intrinsic (internal) motivation and extrinsic (external) motivation.

**Intrinsic motivation:** Intrinsic motivation refers to motivation that is driven by an interest or enjoyment in the task itself, and exists within the individual rather than relying on external pressures or a desire for reward (Saunders *et al*., 2007). The phenomenon of intrinsic motivation was first acknowledged within experimental studies of animal behaviour. In these studies, it was evident that the organisms would engage in playful and curiosity driven behaviours in the absence of reward. Intrinsic motivation is a natural motivational tendency and is a critical element in cognitive, social, and physical development (Wilkinson *et al*., 1998).

**Extrinsic motivation:** Extrinsic motivation refers to the performance of an activity in order to attain an outcome, whether or not that activity is also intrinsically motivated. Extrinsic motivation comes from outside of the individual. Common extrinsic motivations are rewards for showing the desired behaviour, and the threat of punishment following misbehaviour. Competition is in an extrinsic motivator because it encourages the performer to win and to beat others, not simply to enjoy the intrinsic rewards of the activity (Zolla, & Hark, 2004).

**2.4.5 Limitation of motivation**

Motivation has several limitations which varies according work environment and working condition of an organization. The major challenges of managerial practices in motivating the employees are establishing of reporting relationship among positions. In organizational behaviour proactive behaviour of the employees refers to anticipatory, self initiated behaviour and change orientation in the workplace. Proactive behaviour involve the acts in advance of future situations that mean to take control and make things to happen rather than to adjust to the situations that waits to happening. So, reporting relationship among positions are the major challenges of leadership practices (Hampstead *et al*., 2001). Controlling of work environment is considered as the most important challenge of managerial practice and it is considered as leadership challenge for some reasons, firstly leader carries out the process of applying their leadership knowledge and skills which is known as process leadership. The activity of entrepreneurships depends on the type of the institution and involved with creativity. From solo scale entrepreneurship has ranges to major undertaking to create sufficient job opportunities. The entrepreneurial venture mainly seeks angel funding or venture capital which also known as seed money for the purpose of raising capital to set up the business (Mogen & Patti, 2000).

**2.5 Competitiveness:**

The competitiveness is referred to the performance and ability of the organization in selling or supplying goods and products or delivering services in particular market (Smith & Young *et al*., 1997). It shows the competitiveness of the company, its sub sectors and division comparing to other business firms exist in market place. Competitiveness of the business firm depend on the market structure and measures whether the services or products of the organization are perfectly competitive or not. There are two classes of competitiveness such as firm’s competitiveness and national competitiveness (Karoline *et al*., 1993).

**2.5.1 Importance of Competitiveness:**

In case of national competitiveness is the concept that is described as paradigm in economic improvement of a nation. National competiveness is influenced by global market competition due to globalization. In recent years national competitiveness has become an important issue as it captures challenges and limitations of national domestic products imposed by global market competition. National competitiveness can be increased by government actions, rules, regulations, and budgetary planning. The private sectors of business are affected by government intervention and also benefited from tax tariff, considering the concession on investment to particular area. The development of the national economy determines national competitiveness (Jacob, 2000).

Firm’s competitiveness is an empirical observation of the organizational resources such as technology, capital, labour, talent management, bargaining power over the suppliers, and bargaining power over the customers. The competitiveness of the firm reflects the relative strengths of the company with its buyers, suppliers, distribution channels, and stakeholders. The firm’s competitiveness can be increased by obtaining competitive advantages over its current market competitors (Dublin, 2003).

**2.5.2 Consist of Competitiveness:**

Michael Porter (1994) defined the two types of competitiveness of an organization can be achieved which is relative to its rivals: lower cost or differentiation. This advantage derives from attribute(s) that allow an organization to outperform its competition, such as superior market position, skills, or resources. In Porter's view, strategic management should be concerned with building and sustaining competitive advantage (Cooper, *et al*., 1998).

### Cost Leadership Strategy: The goal of Cost Leadership Strategy is to offer products or services at the lowest cost in the industry. The challenge of this strategy is to earn a suitable profit for the company, rather than operating at a loss and draining profitability from all market players (Charles, *et al*., 2003). Companies succeed with this strategy by featuring low prices on key items on which customers are price-aware, while selling other merchandise at less aggressive discounts. Products are to be created at the lowest cost in the industry. An example is to use space in stores for sales and not for storing excess product (Murphy, 2001).

### Differentiation Strategy: The goal of Differentiation Strategy is to provide a variety of products, services, or features to consumers that competitors are not yet offering or are unable to offer. This gives a direct advantage to the company which is able to provide a unique product or service that none of its competitors is able to offer. An example is Dell which launched mass-customizations on computers to fit consumers' needs. This allows the company to make its first product to be the star of its sales (Jones *et al*., 2000).

### Innovation Strategy: The goal of Innovation Strategy is to leapfrog other market players by the introduction of completely new or notably better products or services. This strategy is typical of technology start-up companies which often intend to "disrupt" the existing marketplace, obsolete the current market entries with a breakthrough product offering. It is harder for more established companies to pursue this strategy because their product offering has achieved market acceptance.  Many companies invest heavily in their research and development department to achieve such statuses with their innovations (Keynes, 2004).

### Operational Effectiveness Strategy: The goal of Operational Effectiveness as a strategy is to perform internal business activities better than competitors, making the company easier or more pleasurable to do business with than other market choices. It improves the characteristics of the company while lowering the time it takes to get the products on the market with a great start (Baggie, 2001).

**2.5.3 Limitation of Competitiveness:**

When an organization demonstrates profits that are above average for the industry, this organization is believed to have some form of competitive advantage over the competition. Michael Porter theorized that there were two basic forms of competitive advantage, that deriving from a cost advantage and a differentiation advantage. A cost advantage occurs when an organization is able to provide a product or service with similar benefits, but at a lower cost than their competitors (Addison, 2003). A differentiation advantage occurs when an organization’s product or service provides benefits beyond those of their competitors. In either case, the organization provides a superior level of value to its customers. However, not all strategic management authorities feel Porter has not provided a good understanding of the idea of competitive advantage. a lower cost structure (Porter, 2006). This theory is based on the concept of industry clusters, industries that gain a performance advantage due to co-location. Clearly, although Porter's ideas appear, at first, to be sound theories, when applied to the real world are found lacking (Heinz, *et al*., 2003).

**2.6 Conclusion**

The above describe tropics important my researches. It outlines Customer satisfaction, Service quality, Performance Management, Motivation and Competitiveness. Significance of these tropics is the model of customer satisfaction, which will influence how it will proceed with my primary data collection.

**Chapter 3**

**Methodology**

**3.1 Introduction**

The research project on this particular topic of research area is enough to expose the things, factors of research and the process, methodology of doing research to find out the proper answers for pre-set research questions. The research on this particular topic is helpful to depict the important aspects of consumer behaviour and its influence to set the market demand of company’s offerings. Research is a process of investigation. An examination of a subject is from different point of view. It is getting to know a subject or topic by reading up on it, reflecting, playing with ideas choosing the areas that interests us and following up on them (Karen *et al.,* 1997).

This chapter will focus on methods of the data collection and how the data will be analysed. It will draw on questionnaire set to staff and customers. It will use interview conducts with senior manager to survey customer satisfaction. In addition, ethics and limitation of the data collection will be discussed.

**3.2 Research**

Research is an art of scientific investigation for knowledge. The Advanced Learner’s Dictionary of Current English, Oxford (1952, p.1069) mentioned that “Research is a careful investigation or inquiry especially through search for new facts in any branch of knowledge.” Redman and Mory (1923, p.10) defined that “Research is a systematized effort to gain new knowledge.” Slesigner and Stephenson in the Encyclopaedia of Social Sciences stated that “Research is the manipulation of things, concepts or symbols for the purpose of generalising to extend, correct or verify knowledge, whether that knowledge aids in construction of theory or in the practice of an art.”

Research is a process of investigation. An examination of a subject is from different point of view. It is getting to know a subject or topic by reading up on it, reflecting, playing with ideas choosing the areas that interests you and following up on them.

**3.2.1 Research philosophies:**

Research philosophy is the choice between two main alternatives: a positivist or a phenomenological philosophy. Positive research is guided mainly by the scientific criteria of the measuring instruments of quantification, systematic collection of evidence, reliability and transparency. Positivist research designs tend to be those that are closest to the logic of natural science: surveys or experimental designs. The basic beliefs of positivism and phenomenology explore how these would influence what a researcher might do and the types of research methods most favoured by positivists and phenomenologist.

It is going to be a phenomenological research where we are going to assume that cognitive biases and irrational decision making model can affect the research results, at least distort the research findings (Ragin, 1994). So, we are merely relying on the statistical facts and figures rather we are going to address the socio-cultural phenomenon which is persistent while conducting any business research. (Allen et al, 1996) Research process is assumed as the expansion of previous research work on particular field of research. Research work may use the elements of previous work for the purpose of testing the validity of experiments, research procedures, or instruments. As opposed to applied research, the primary goal and purpose of basic research are research & documentation, interpretation, and development of the systems of research methods for improvement of human knowledge. The approach of the research is totally depended on epistemologies that have considerable significance within sciences and humanities. The most common forms of basic research are humanities, scientific, social, artistic, marketing research, business research, and economic and practitioner research. (Jacob et al, 2002)

**3.2.2 Research Approaches:**

The research on customer satisfaction follows specific research approach that is more analytical rather than simply description of theories. The approaches of the research are classified into logically or theoretically from the perspective of assumptions and new theory. The qualitative research is done based on the observation and primary data that is more descriptive and analyzes the empirical data to take the some assumptions. The participatory action of the research is done on empirical studies that are done based on the theory and the theory is developed from empirical study (Bronx, 2003).



The chart above shows the onion model of the research approach that states research plan which leads to set research strategy by following research method of data collection techniques which are basically empirical data. The answers to the research questions can be found by applying accurate research strategy and initiating relevant research method. The graph below shows that research strategy depends on the research questions that are solved through specific research method based on empirical data (Abraham, 2001).

Research approach includes assumptions, hypothesis, empirical study, theory, and experiments of the research. In the evaluation stage, the consumer ranks brands and forms purchase intentions. Generally, the consumer’s purchase decision will be to buy the most preferred brand, but two factors cam come between the purchase intentions and the purchase decisions. The first factor is the attitudes of others. If someone important buys the lowest priced product then the chances of buying a more expensive product is reduced (Jackson, 2004).

**3.2.3 Inductive Research:**

Inductive research is inherently uncertain. It only deals in degrees to which, given the premises, the conclusion is credible according to some theory of evidence. Unlike deductive reasoning, it does not rely on universals holding over a closed domain of discourse to draw conclusions, so it can be applicable even in cases of epistemic uncertainty. The philosophical definition of inductive reasoning is more nuanced than simple progression from particular/individual instances to broader generalizations.(Stephen, *et al*., 2000) Rather, the premises of an inductive logical argument indicate some degree of support (inductive probability) for the conclusion but do not entail it; that is, they suggest truth but do not ensure it. In this manner, there is the possibility of moving from general statements to individual instances (Hamstrung, & Maher *et al*., 2004).

**3.2.4 Deductive Research:**

Deductive reasoning which is known as top-down logic contrasts with inductive reasoning (bottom-up logic) in the following way: In deductive reasoning, a conclusion is reached reductively by applying general rules that hold over the entirety of a closed domain of discourse, narrowing the range under consideration until only the conclusion is left. In inductive reasoning, the conclusion is reached by generalizing or extrapolating from initial information. As a result, induction can be used even in an open domain, one where there is epistemic uncertainty. Note, however, that the inductive reasoning mentioned here is not the same as induction used in mathematical proofs mathematical induction is actually a form of deductive reasoning. Deductive reasoning is generally thought of as a skill that develops without any formal teaching or training. As a result of this belief, deductive reasoning skills are not taught in secondary schools, where students are expected to use reasoning more often and at a higher level (Faraday, *et al*., 2004).

**3.2.5 Purposes of the Research:**

The purposes of the research are to explore, discover, and analyze the possible market offerings for the organization Motorola Inc which is the primary objectives of the research but the main objectives of the research that is related to the aims of research is getting the knowledge of the market research and gathering the techniques of applying these techniques practically. It is noted that the aim is marketing research is to meet and satisfy the customer’s needs, wants by finding the suitable options, value addition to the company’s offerings (Wiley, *et al*., 2001). The field of customer behaviour studies how individuals, groups and organization select, buy, use, and dispose of goods, services, ideas or experiences to satisfy their needs and desires. The researcher must study their targeted research objectives and in case of market research, the researcher needs to study their customer’s wants, perceptions, preferences, and buying behaviour. Studying the customer behaviour provides clues for developing new products, products features, prices, channels and other elements. Hence, the aims of the study are related to these types of studies and applying the theoretical knowledge into the research work (Kerugma, 2001).

**3.2.6 Types of research:**

The type of research is divided into three major categories. Qualitative, quantitative, mixed method research types are two most significant types which are used to categorize the research work on customer satisfaction of KFC, UK. In this research project mixed approach of research has been used as primary data collection through questionnaires and secondary data from literature review and company’s annual reports are taken to fulfil the objectives of the research (Jaguar *et al*., 2005).

**Qualitative Research:** Qualitative research is empirical research where the data are not in the form of numbers (Punch, 1998:4). It is concerned with collecting and analyzing information in as many forms, chiefly non-numeric, as possible. It tends to focus on exploring, in as much detail as possible, smaller numbers of instances, which are seen as being interesting, and aims to achieve depth and breadth (Blaxter *et al*., 1996:61).

**Quantitative Research:** Quantitative research is empirical research where the data are in the form of numbers (Punch, 1998:4).It is based more directly on its originals plans and its results are more readily more analysed and interpreted. Quantitative research is more open and responsive its subject (Best and Khan, 1989: 90).

**Mixed Method Research:** It’s a combined approach of qualitative and quantitative research which can be used to answer exploratory questions that can’t be answered in any other way (Veal, 2006). Using a mixed methods approach enhances both qualitative and quantitative research i.e. words, pictures and narratives can be used to add meaning to numbers, and the numbers in turn can add precision to the words, pictures and narrative (Gorard & Taylor, 2004; Ivankova & Cresswell, 2009). A mixed method approach can provide stronger evidence for a conclusion through convergence and collaboration of findings add insight understanding that might be missed when a single method is used (Johnson & Onwuegbuzie, 2006).

**3.3 Methodology of the Research:**

Research methodology is the most important part research project. The methodology shows the research method that best fit to solve research problems. Basically, there are two major types of research methods exist, these are: qualitative, and quantitative. Qualitative research methods are case studies, research that uses secondary data, informal interviews, and observation. Quantitative research methods are content analysis, experiments, surveys, questionnaire, and structured interviews (Kevil & Colin, 2005).

The research on particular topic is basically a qualitative research because it uses, and analyzes the data from the customers KFC, office executives, and workers. The analysis of the research project is done on the basis of statistical calculation (Morison, *et al*., 1995).

The Suitable methods of business research: The selection of the suitable methods for research work in necessary for the researcher and these methods involve the following types of the research methods:

1. Descriptive research methods
2. Survey research methods
3. The methods of observation
4. Interviewing methods of the research project
5. The questionnaire methods of the research project
6. Finally the experimental methods of the research (Serta, 2005).

The above methods are applied and used to conduct business research and the success of the research project depends on the selection of the methods if not the outcomes of the research may go into vein. The planning of the research project must need to be implemented in a way that it brings positive outcomes because the recommendations from the findings are made based on the research implementation process. So the planning process of the research needs to ensure that the data analysis as the major issues for conducting business research because the techniques of data analysis and data interpretation need the proper implementations of the relevant techniques which can be applied to prepare the research proposal. For analyzing the data it is required to collect the data evidence (Paul *et al*., 2004).The process should signify the research questions and research objectives. The analysis of the data for research project is assumed as the process or procedures that can be distinguished into two categories and these are: data recasting, data processing, and sealing with the data where it become possible. However, one of the most efficient and effective way of analyzing the research data is analyzing the substances including collating research evidence. The analysis of the data should need an explanation of answering the initial research questions. The sources of data are of two types; primary sources of data and secondary sources of data where the primary sources of data are analyzed through statistical tools and techniques such as mean, standard deviation, correlation co-efficient etc. So, the planning and proper implementation should need to consider the above facts and factors in conducting research project (Kotler, 2006).

**3.3.1 Research Design:**

The research design has several steps and the steps are very important for the research work. The necessary steps of the research project are: identifying and analyzing the research problem, defining the research objectives, designing and developing research ideas, and demonstrating the evaluation process of the research project (Kevil & Colin, 2005).



The design of the research includes important steps of analyzing, defining the Problem and evaluation of the research. The statement of the research project defines the nature of problems, types of problems that are related to research questions (Thomson *et al*., 2002). Defining the problem statement is an important step for formulating research questions. The qualitative research is done based on the observation and primary data that is more descriptive and analyzes the empirical data to take the some assumptions. The participatory action of the research is done on empirical studies that are done based on the theory and the theory is developed from empirical study. Research methodology is the most important part research project. The methodology shows the research method that best fit to solve research problems (Collins, 2001).

Here, we are going to follow the mixed research design to avoid the problems associated with quantitative research design and qualitative research design (Silverman, 2005). In case of quantitative research design it is relatively easier to form hypothesis and test those hypothesis but the accuracy and reliability of the data is always under a question mark. On the other hand, it is easier to get in-depth and reliable data while using the qualitative research design but it is difficult to form hypothesis and test those ones (Ragin, 1994).

**3.3.2 Methods of data collection:**

For collecting primary data we are using questionnaire. The semi-structured questionnaire will be mailed to the sample respondents. The researcher will ensure that the questions are logical, simple and coherent to ensure maximum response rate (Saunders, *et al*., 2003). In order to understand the research is of interest more vividly the researcher is going to arrange focus group discussion which will comprise of all sort of stakeholders (Saunders, *et al*., 2003).

**Primary data collection:** Primary data concerned with the generation and collection of original data from the field of operation or intended operation of the organisation. It therefore consists of information collected for specific purpose directly through different methods such as observations, audiometers, scanner tracking, and shopper visits, surveys (questionnaires), in-depth interviews, focus groups, panel data, experiments, meetings, networking etc (Valence *et al*., 1998).

**Secondary data collection:** Secondary data is any information collected by someone else other than its user. It is data that has already been collected and is readily available for use. Secondary data saves on time as compared to primary data which has to be collected and analyzed before use. Secondary data can be acquired for research purposes from archives, libraries, museums, repositories and databases (Henry, *et al*., 2006).

**Observation interviews:** The process of observation and observation methods of research work is done by observing the movements of the participants and people who are considered as part of data collection process of the research project. In this research project, the observation interviews have been used and conducted through observing the customers reactions and behavioural changes towards services and different offerings of KFC (Leonardo, 1999).

**3.3.3 Sampling Plan:**

Sampling plan of research methodology is the most important part research project. The methodology shows the research method that best fit to solve research problems. Basically, there are two major types of research methods exist, these are: qualitative, and quantitative (Collin *et al*., 2002). Qualitative research methods are case studies, research that uses secondary data, informal interviews, and observation. Quantitative research methods are content analysis, experiments, surveys, questionnaire, and structured interviews. Research approach includes assumptions, hypothesis, empirical study, theory, and experiments of the research. In the evaluation stage, the consumer ranks brands and forms purchase intentions. Generally, the consumer’s purchase decision will be to buy the most preferred brand, but two factors cam come between the purchase intentions and the purchase decisions (Rouen & Jaccs, 2003).

**3.3.4 Sampling Techniques:**

While sampling we are going to use simple random sampling so every participants of the population is going to get equal chances to be selected as a part of the sample. It will be worth mentioning that the potential and the current users of food industry service are going to be the population. The sample size is 100 to avoid any sampling biases (Saunders, *et al*., 2003). The researcher is going to prepare 100 questioners for quantitative data on customer satisfaction. For qualitative data the researcher is going to interview HR manager and Store manager.

Population:- Customers of KFC, UK

Sample units: Secondary & primary sampling unit

Primary sampling unit: The customers of KFC, UK

Secondary Sample units: employees and managers of KFC, UK

Size of the Sample: 100

Type of sampling: Probability sampling

**Data analysis tools** is used for analyzing the data we are going to use correlation, regression and descriptive statistics. Based on the models pre-specified in the proposal we are also going to make necessary adjustments with our collected data (Nykiel, 2007). For analyzing the data we are going to use Microsoft excels, SPSS and E-views.

**3.3.5 Research Ethics:**

The ethics of the research is the most important thing that has to be maintained and followed by every researcher in the time of study. The ethics are the formalities, social issues, code of conducts, morality of the research or the study etc. The ethical value identifies and shows how a research work should be conducted and it limits the area and barriers of the study from where the information for the research work can be obtained. There are some steps in research ethics. Ethics is known as the beliefs, actions, traditions, cultures, rights, privileges, people’s thoughts, and the morals that are important parts of environment (Rakish, 2002).

**Ethical Issues of the Research: Ethics is an important issue for the research project that must have to follow specific guidelines and ethical standards. In case of market research or the research on particular topic to find out the specific research questions, the standards of ethics and moral attitudes are set to practice and implementation (Thomson *et al*., 2004). The organization need to evaluate whether it is truly practicing ethical and socially responsible research project. Business success and the success of the research depend on the practicing of ethical standards by the professional researchers. The most admired companies operating worldwide do frequent research and practice the ethical standards and certain norms and research attitudes (Raven, 2004).**

**Ethical considerations: Participation in the sample survey is going to be voluntary and the participants are expected to learn about the research objectives before they are participating in the research. Moreover the sample survey participants are going to remain anonymous (Nykiel, 2007).**

**3.3.6 Limitations of the Research:**

The limitations of the research are the short time period of conducting the research work. Within a short span of time, it is quite impossible to do the research on this particular field of the research. In addition to this the information privacy and the privacy within the organization for sharing its information is the another important limitations for the study. The sampling has been selected as random sampling process that might take some errors, also considered as the limitations of the research (Stephen *et al*., 2004).

**3.4 Conclusion:**

Finally, it can be ascertained that the purpose of the research is to understand the knowledge about the research and solving the research question through a systematic research process. It is an essential measurement as the scopes defines the company’s performance and helps the organization to find out the strategic intents for the company. The research on customer satisfaction is really important to find out the all these factors influence and functionality to the organization (Heidi *et* *al*., 2006). Most large companies’ research consumer buying decisions in great detail to answer questions about what consumers buy where they buy, how and how much they buy, when they buy, and why they buy (Babson *et al*., 2006).

**Chapter 4**

**Data Presentation and Analysis**

**4.1 Introduction**

The Process of the data analysis is to systemically applying techniques to describe of statistical and logical, compare and summarize data (Malhotra 2009). The purpose of this data analysis is not simply present data and it has translated from its initial. The characteristics of the primary data can be understood without interpretations or prior knowledge. The following analysis has been made from the data, which obtained from the questionnaires from the customers and staff of KFC - UK; it will help to better understanding and measure how KFC design helps to achieve profitability of the KFC – UK.

This chapter will produce graphically result of my research questionnaire and interview. The data questionnaire sent to KFC customer and staff. The purpose of this study is to analysis the data and findings from data analysis to assist the level of satisfaction with KFC service in the UK.

The research findings of the research work on customer satisfaction of KFC–UK has discovered following figures: the questions were given out to 50 staff and 50 customers and in both side I received 100% return.

**4.2 KFC Restaurant staff satisfaction survey: (see appendix 01)**

Biographical Details (staff)

The question number 01 attempts to establish aspect of staff age. The following was established:

|  |  |
| --- | --- |
|  Age | Percentage (%) |
|  24 to 26 | 40% |
|  18 to 20 | 20% |
|  Below 18 | 10% |
|  21 to 23 | 10% |
|  27 to 29 | 10% |
|  30 plus | 10% |

Table: 01 – Age percentage of the respondent staff

The most responses were from the age group between 24 and 26, which was 40%.

Fig (01) - The age pie chart of the respondent staff

The question number 02 attempts to describe the aspect of staff gender. The following was established:

|  |  |
| --- | --- |
| Gender | Percentage (%) |
|  Male | 60% |
|  Female | 40% |

 Table: 02– Gender percentage of the respondent staff

In this section the highest respondent were male 60%.

 Fig (02) – The gender pie chart of the respondent staff

The question number 03 attempts to explain the nationality percentage of the KFC staff during project. The following was established:

|  |  |
| --- | --- |
| **Nationality** | **Percentage (%)** |
|  Asian British | 40% |
|  European | 20% |
|  British | 20% |
|  Caribbean British | 10% |
|  African British | 10% |

 Table: 03 – Nationality percentage of the respondent staff

In this section the highest nationality respondent were Asian British 40%.

Fig (03) – The nationality statistics of the respondent staff

The question number 04 attempts to describe the employment length of the KFC staff during project. The following was established:

|  |  |
| --- | --- |
| Employment time | Percentage (%) |
| 3 – 4 years | 30% |
| 1 – 2 years | 20% |
| 2 – 3 years | 20% |
| 0 -- 6 months | 10% |
| 6 months -- 1 year | 10% |
|  5 years plus | 10% |

 Table: 04 – Employment length of the respondent staff

The most employee percentage was from the group 3-4 years experienced staff.

 Fig (04) – The employment length of the respondent staff

The question number 05 explains the working status of the KFC staff during project. The established responses are below:

|  |  |
| --- | --- |
| Work Status | Percentage (%) |
|  Full time | 80% |
|  Part time | 20% |

Table: 05 – Working status of the respondent staff

During questionnaire responses, the highest number of staff was full timers 80%.

Fig (05) – The working status percentage of the respondent staff

Question: 06 this section describes the annual income level of KFC staff.The following findings are:

|  |  |
| --- | --- |
| Annual Income | Percentage (%) |
| £0 -- £9,999 | 40% |
| £10,000 – £16,000 | 20% |
| £16,000 -- £20,000 | 20% |
| £20,000 -- £24,000 | 10% |
| £24,000 plus | 10% |

Table: 06 the annual income of KFC staff

The highest number of KFC staffs annual income within £9,999, which is 40%.

Fig (06) – The income statistics of the respondent staff

Question: 07 this section looked at various job titles of KFC staff. These are:

|  |  |
| --- | --- |
| **Job title** | **Percentage (%)** |
|  Team member | 40% |
|  Team Leader | 30% |
|  Assistant Manager | 20% |
|  Restaurant Manager  | 10% |

Table: 07 Job titles of KFC staff

The most staffs are team member, which is 40%.

Fig (07) – The job title percentage of the respondent staff

Section: 02

This section describes different aspect of satisfaction from the staff point of view. The section discovers how to do selection, which gives importance of customer satisfaction before going on to specific questions.

Question: 01, section: 02(see appendix: 01) attempt to establish the importance of customer satisfaction. The following discovered:

 60% agreed strongly

 30% agreed

 10% neutral

Table: 08 Importance of customer satisfaction

The question 01 asked about 50 staff and 60% of them felt customer satisfaction is very important, 30% of them felt it is important whereas 10% of them neutral.

 **Fig (08) – Importance of customer service**

The question: 02(see appendix: 01), attempt to find out if the staff felt that KFC service encourage customer to return. The findings given below:

 50% agreed strongly

 30% agreed

 10% neutral

 10% disagreed

Table: 09-customer return to KFC service

Most of the KFC staff strongly believed that customers come back to KFC because of better service and they are 50%.

 Fig (09) – Customer return to KFC

The section: 02, question 03; defines if the staff felt that they were valued for work in KFC. The followings emerged:

 70% agreed strongly

 20% agreed

 10% neutral

Table: 10- KFC staff value

The highest number of KFC staff feels that get valued to work in KFC. 70% of them agreed whereas 10% neutral.

 **Fig (10) – KFC staff values**

Question: 04 this section shows the payment (justice) by KFC from the respondent KFC staff members. These are below:

 60% agreed strongly

 20% agreed

 10% neutral

 10% disagreed

 Table: 11- KFC staff payment

60% of the staff strongly agreed that KFC paying enough to their employees.

Fig (11) – KFC payment justice

Question: 05, section: 02(see appendix: 01) tries to explain KFC career progression opportunity for employees. The findings are follows:

 50% agreed strongly

 30% agreed

 20% neutral

Table: 12-career progression opportunity at KFC

The highest number of employees strongly agreed that KFC provide career opportunity to its employees and they were 50%.

Fig (12) – KFC career opportunity

Question: 06,tries toshow the importance of employee benefits at KFC from the respondent KFC staff. These are follows:

 70% agreed strongly

 10% agreed

 10% neutral

 10% disagree

Table: 13 KFC employee benefits

Most of the staff strongly agreed upon that KFC gives importance to employee benefits and they were 70%.

Fig (13) – KFC employee benefits

The Question: 07,attempt to explain how KFC provides flexibility towards its staff regarding availability. The followings discovered:

 50% agreed strongly

 30% agreed

 20% neutral

Table: 14, KFC flexibility with staff availability

Most KFC staff, 50% feels that they get enough flexibility while working in KFC.

Fig (14) - KFC flexibility with staff availability

Question: 08(see appendix: 01) attempts to describe KFC employee satisfaction percentage from the respondent staffs. The findings are the followings:

 30% agreed strongly

 70% agreed

Table: 15 KFC employee satisfactions

The majority of KFC employees expressed satisfaction to work in KFC, which is 70% whereas 30% agreed strongly.

Fig (15) – KFC employee satisfaction statistics

Question: 09this section provides the information about KFC training programme and resource from the respondent staff members. The findings are:

 60% agreed strongly

 30% agreed

 10% neutral

Table: 16 KFC training and resources

Most of the KFC (60%) staff felt that KFC provide sufficient training programme and resources for employees.

 Fig (16) – KFC training programme and resources

Question: 10 (see appendix: 01) this section provides the overall satisfaction percentage off KFC employees from the respondent staff members. The followings discovered:

 50% agreed strongly

 30% agreed

 10% neutral

 10% disagreed

Table: 17 KFC staffs Overall Satisfaction

Most of the KFC employees (50%) strongly agreed on overall satisfaction.

 Fig (17) – The overall satisfaction of KFC employees

The above data collected from staff will be analysed later.

**4.3 Customer satisfaction from view of customers**

This questionnaire (see appendix: 02) was sent to customer to find out information.

Section: 01

This section provides the bibliographic information about respondent customers during survey. They are follows:

Question: 01 this section shows the age limits of the respondent customers.

|  |  |
| --- | --- |
| Age | Percentages (%) |
| 18 to 23 years | 60% |
| 24 to 29 years | 20% |
| Below 18 years | 10% |
| Above 30 years  | 10% |

 Table: 18 the age of customer

The table shows that majority (60%) of customers are between 10 to 20 years.

 Fig (18) – The age statistics of the respondent customers

Question: 02, attempt to shows the male and female customer percentage from the respondent of KFC.

|  |  |
| --- | --- |
| Gender | Percentages (%) |
| Male | 60% |
| Female | 40% |

 Table: 19 Gender of the KFC customer

The above table describes that most of the KFC customers are male (60%).

.

Fig (19) – The gender statistics of the respondent customers

The question: 03 looked at different nationality of the KFC customers. The following discovered:

|  |  |
| --- | --- |
| Nationality | Percentages (%) |
| British | 30% |
| Asian British | 20% |
| African British | 20% |
| Caribbean British | 10% |
| European | 10% |
| Others | 10% |

 Table: 20 Nationality statistics of the KFC customers

The table explains that most of the KFC customers are British and their percentage is 30.

 Fig (20) – The nationality statistics of the respondent customers

Question: 04, (see appendix:02),tries to explains the different working status of KFC respondent customers. The following findings are established:

|  |  |
| --- | --- |
| **Work status** | **Percentages (%)** |
| Skilled Worker | 30% |
| Professional | 20% |
| Unskilled Worker | 10% |
| Unemployed | 10% |
| Student | 10% |
| Self employed | 10% |
| Others | 10% |

Table: 21 the working status of KFC customers

The findings show that highest numbers of KFC customers are skilled workers, which is 30%.

 Fig (21) – The work status statistics of respondent customers

This section Question: 05 (see appendix 02)attempt to describe the income level of KFC customers.

|  |  |
| --- | --- |
| Income | Percentage (%) |
| £10,000 – £16,000 | 40% |
| £0 -- £9,999 | 20% |
| £16,000 -- £20,000 | 20% |
| £20,000 -- £24,000 | 10% |
| £24,000 plus | 10% |

 Table: 22 KFC customers annual income

The result shows that the highest income level of customers is 40% and annual income between £10,000 to £16,000

 Fig (22) – The income statistics of the respondent customers

Question: 06, attempt to shows the frequency of visit to KFC customers of respondent as followings:

|  |  |
| --- | --- |
| Time Length | Percentage (%) |
| 2 – 3 times in a week | 40% |
| Once in a week | 30% |
| Once in a month | 20% |
| 2 – 3 times in a month | 10% |

 Table: 23 KFC customers revisit

The chart shows that 40% of the customers visit KFC two to three times in a week.

.

Fig (23) – Frequent KFC visit statistics of the respondent customers

Section: 02

This section attempted to find out the response of the customers to many aspects of the levels of satisfaction at KFC. The questions focused on:

KFC is the best first food provider compare to others

 KFC foods are reasonably priced

KFC maintain excellent friendly atmosphere

KFC menus are user friendly

KFC promotions are focused on customers

KFC do adequate marketing

KFC always seek customers feedback

KFC maintain clean restaurants

KFC has enough variety of foods

Overall satisfaction( see questionnaire appendix 02)

Fig (24) - KFC customer satisfaction survey

The fig (24) shows that 80% of the customers strongly agree that, KFC is the best food as compare to others, they provide user-friendly menus, they do adequate marketing and finally overall satisfaction is 80%.

The above data collection from the KFC customers will be analysed later.

**4.4 Interview of KFC manager**

An interview held with KFC manager to assign and to use some data collected from staff and customers. The following areas explored (see appendix: 03):

1. Customer satisfaction level
2. Measuring customer satisfaction
3. Staff support procedures
4. Complain procedures
5. Staff motivation
6. Reflection on profitability
7. Future plan

**4.5 Customer satisfaction level:**

The above question rose to the Interviewee and she described as “the customer satisfaction is the core competence tool to develop and sustained business in the 21st century and with this aspect we can make differentiate our position to the customers." She thinks that customer is one who pays their salary and helps business to grow toward future direction. However, the interviewee pointed out that the characteristics of customer satisfaction is to fulfil their needs such as comfort level during stay, treat as individual customer, high standard of food, respect different culture depending on the guest, make them feel like a home etc.

**4.5.1 Measuring customer satisfaction:**

“Managing customers’ satisfaction efficiently is one the biggest challenge an organisation face.” The tools or methods to measure customer satisfaction needs to be defined sophistically to fulfil the desired norms. In direct methods, organizations mostly employ external agencies to listen to their customers and provide dedicated feedback to them. These feedbacks needs to be sophisticated and in structured format so that conclusive results could be fetched out. Face to face meetings and complaint or appreciation letter engages immediate issues. KFC use their own guest survey system, which named as GES, and it is possible for every individual customer to give feedback after receiving service.

**4.5.2 Complain procedures**

“The management of the complaints is one of the most essential functions as happy customers rarely have complaint but if they complaint on some aspect, it is the duty of customer service officials or executives to take those complaints importantly.” KFC uses balance scorecard as key performance indicator to stay competitive; customer satisfaction defined as the key and major differentiator for business strategy. The ratings of customer satisfaction have powerful effect as it focuses on customers’ expectations and changing preferences.

**4.5.3 Staffs support procedures**

While this question asked to the Interviewee, she replied, KFC changed the partly design in June 2008 and October 2010 onwards but it will be front gate and in the historic front and in the cleaning and restoration of the KFC. She also stated that, “there is no fixed timing to change the design but it is totally depends on the market’s demand. KFC use learning zone through website and different coaching system to support their staff as required”.

**4.5.4 Staff motivation**

KFC keep reviewing better performance through target setting and nominate employee of the month every month named as SPARK. KFC also provides bonus for the team members in different promotional times.

**4.5.5 Reflection on profitability**

Surely, the level of customer satisfaction has reflection on profitability cause the customers only become loyal when they receive value added food and service against money. In addition, this way the satisfaction reflects more visited customers, which increase profitability.

**4.6 Future plan**

The KFC business management team keep focusing on incremental innovation. They are looking forward to satisfy customer with more effective service. Such as free online helps with complain procedure, increase overall market share by diversifying services, more effective performance management, alliances with transparency to achieve goals etc.

The next chapter will focus on the findings, which found from the data analysis.

**Chapter 5**

**Results and Discussion**

**5.1 Introduction:**

In the chapter I will analyse and discuss my findings from chapter four collected from primary data from customer and staff of KFC and manager interview. In my attempt to know that customer satisfaction is the key determinant in the food industry (UK-KFC). It will address my objectives (see chapter: 01).

**5.2 Customer satisfaction: (see objective 01)**

When asked if customer satisfaction is important 60% of staff strongly agreed (see table: 08 & 09). Employee value feelings in staff also play a major role in increasing customer satisfaction (see fig: 10). When customer satisfaction is been questioned to customers overall 80% said they are strongly satisfied with KFC (see figure: 24). Furthermore the importance of customer satisfaction is confirmed by KFC manager where she said, this helps to grow profitability in competitive market and draw a strong image towards customers (see appendix: 03). It also described in literature review by Wiley & Robert, 2005; customer satisfaction is important (see chapter: 02). Abbasi, 2010 also explained how customer satisfaction is important (see chapter: 01).

**5.3 Measures of customer satisfaction: (see objective 02)**

It is important that customer satisfaction is measured. Job satisfied staffs are important to measure satisfaction level in customer (see chart: 15). In appendix: 02 70% of KFC staff agreed on satisfaction to work in KFC which helps to measure customer satisfaction (see chart: 15). Customer service can grow customer satisfaction level if it’s placed with efficient manner and satisfaction in KFC always seeks through online feedback (see fig: 24 & appendix: 03). Customer satisfaction level also measurable by providing variety of foods and cleaned restaurant (see fig: 24). When KFC manger is been interviewed about measuring customer satisfaction she mentioned some crucial points (see appendix: 03). In literature review Burr Ridge, 2004 also explained about measurement of customer satisfaction (see chapter: 02).

**5.4 Factors influence customer satisfaction: (see objective 03)**

When attempt to establish factors influencing customer satisfaction it emerged that from the staff point of view the followings were important:

In KFC 70% of staff were strongly agreed that they receive value from work (see table & chart: 10), 60% of staff were strongly agreed on payment happiness (see table & chart: 11) and 50% staff strongly agreed that KFC provide career opportunity (see table & chart: 12). Factors influence customer satisfaction also includes friendly atmosphere, reasonable price and enough marketing (See fig: 24). When KFC manager is interviewed staff performance, bonus, employee review, training etc. these factors influence customer satisfaction (see appendix: 03).

The above discussion addresses data collect from my objective.

**5.5 Identify Gaps:**

Identification of the gaps in research findings attempts to refer the differences between research findings and problems in the finding. In my project some gaps are identified and they are the followings: training, staff support and customer complaint procedure. Although KFC provide training to employees but the level of training could be more standard such as training in every 3 months with more clarified video structured programme. KFC staff support procedure system updated in 2010, which is not getting updated quite often. Online learning zone and coaching system could be easier. Customer complaint procedure takes around 5 minutes which is time consuming; it could be more time conscious. Standby online chatting help service could provide more satisfaction to customer complaints.

The next chapter will conclude conclusion and recommendations.

**Chapter 6**

**Conclusion and recommendation**

**6.0 Introduction:**

In this chapter, an evaluation accomplished based on the research outcomes, which provides recommendation on how KFC can improve its services and provides quality products to satisfy its existing customers. This chapter will also describe the recommendations based on evaluation from the findings and furthermore how to develop related issues for future work. It will also address on the research objectives four (see chapter 01).

**6.1 Summary:**

After my course, I have received some specific knowledge in research work based on analysis.My topic was “Customer Satisfaction: Key determinants’ in the food industry (KFC-UK)”. From this project, I found KFC-UK visitors are mostly British nationals and skilled professionals; it also found that most of the KFC employees are full timers who earn around £16k in a year. From KFC manager interview found that how important customer satisfaction is, the measurement system of customer satisfaction, complaint-handling procedures, staff support for better customer satisfaction and techniques used to face those steps that provides reflection on profitability.

**6.2 Evaluation of the Results:**

The evaluation of the research implications state that the limitations of KFC that related to customer satisfaction, which need to be solved in a way that is acceptable to the managers and relevant to apply for managing or controlling operational activities. From the project, the main limitation came on user-friendly menus where only 40% customers strongly agreed on user-friendly menu question. KFC can overcome this by taking some pragmatic steps such as, before launching new promotions social media like Face book, Twitter, Instagram possible to use for conveying product details towards potential customers because half of the UK residents use these social media daily. It will build product knowledge of customers before they visit KFC and maximise customer trust.

**6.3 Recommendations:**

The research findings on customer satisfaction is the key determinants in food industry has found the different aspects of improving the customer satisfaction only possible by fulfilling the demand and expectations of the customers. The recommendations are the followings:

1. Implementing budget for more effective marketing such as promoting new products on buses, airlines, radios etc. to attract all potential customers from different levels of society.
2. Targeting more health conscious customers’ e. g, introduction of grill products in KFC can attract more diversified customer and build loyalty.
3. More training can maximise accuracy, which build customer satisfaction and create time urgency with helpful manner within staffs that follows appreciation.
4. KFC can also built mobile application for prepaid food order within selected time slot from the closest store of the customer. It can also be possible through internet that can bring potential customer towards KFC.
5. KFC can introduce customise food for customers such as vegetarians.
6. KFC can introduce loyalty card for customers.
7. KFC can introduce staff discount card for employees

**6.4 Future Work:**

The research work can carry in future from a different perspective; it depends on the specific purpose for a period and it will be carried out in a systematic way by maintaining the rules and certain regulations that are completely followed by the research codes of conduct. My future topic will be on development of KFC training programme, which will help in my career progression in KFC as a manager. There is opportunity to further study about technology that can play important role in my next project.

**6.5 Conclusion:**

The study has focused to better understanding on customer satisfaction and it is the key determinants’ in the UK food industry. It also attempts to identify the limitations of KFC and the gap between current trend and perceived satisfaction. The study has found out that the impact of customer satisfaction is huge in the food industry and profitability totally depends on customer satisfaction that helps to build customer loyalty with brand image. The study also focused on recommendations based on evaluation; and how to develop further for developing customer satisfaction level.

**Chapter 7**

**Personal Development**

This chapter shows personal strengths and limitations before and after the completion of the research work. The research work helped me to gain practical knowledge about measuring customer satisfaction and to discover different information from the UK food industry.

**Strength before the project:** I was good in using internet and Microsoft word, Excel etc. and these skills helped me in a large scale during my course. I was good in bringing my concept into theories. Whenever I read any theory I get better understanding and I can maximise self confidence level. Working in a team gives me spirit towards my goal and reduce the pressure. People who accompany me always trusted on my capabilities of leadership and enjoy working in a team.

**Limitations before the project:** Maintaining time always kept me busy throughout my course. About every stage of my course I had to calculate time in advance quite often because whenever I tried to co-operate within time it seems to me always running out of it. Listening capability limitations kept me in hard moments as usual, it means quite often I don’t concentrate on listening to others which creates some misunderstanding. My understanding capacity is always been bit slowly and that’s why I kept suffering in situations where misunderstanding led me in wrong direction. Managing this understanding limitation always kept me busy throughout my project and pushed me to do harder try in every step.

**Strength after the project:** This full course gave me an extra edge to my career because the realistic approach build my self confidence in computer skills, and findings from the project helped me to have better understanding of theories. Although reading a theory is enough for exams but this time applying those theories in project helped me a lot to get deep realisation of field work. I have been working with my supervisor as team who was really helpful throughout my project which was so unique that I never felt tiredness or isolation. My supervisor helped me in different circumstances where I had problems to come up with ideas and organising the information which build up my confidence level in peak and self trust to work in a team.

**Limitations after the project:** This course created time urgency in me, which will be very helpful towards my career progression. Time always a precious things to deal with and I can use this experience of time urgency in building my future career. Listening skills is a focused factor in my project and developed because I had to use this skill during project quite often but I still have a long way to go. After the project my understanding capability increased, this project helped me to achieve realistic views in practical world and findings lead me towards informative solution that created a more understanding picture of total project although my supervisor played the key role to give me the better understanding of the project but still I have a long way to go.

**References and Bibliography**

Abbasi, et al., 2010; Business Research Methods, 4th edition, Thomson Publication Limited, p: 45, 87, & 123

Baron *et al*., 2003, Marketing Research and Applications, 2nd edition, p: 98

Churchill & Suprenant (1982), 3rd edition, The Impacts of Customer Satisfaction, 2nd edition, p: 57, 69, 93

Bott, V; Barbee, C. (1991): ‘Customer Treatment as a Mirror of Employee Treatment’ in Advanced Management Journal, Volume 56, Number 2, pp.27-32.

Butscher, S, A., Vidal, D., and Dimier, C., (2009), Managing hotels in the downturn: Smart revenue growth through pricing optimisation, Journal of Revenue and Pricing Management, Vol.8, No,5,pp/405-409

Cook, S. (1997): ‘An Introduction to Customer Care’, 2nd Edition, US: Pearson Education.

Chakrapani, C. (1998): How to Measure Service Quality and Customer Satisfaction, (American Marketing Association).

Cook, S., (1997) ‘An Introduction to Customer Care’ (2nd Edition), London: Blackwell Publishers.

Davidson, D.S., (1988), ‘How to succeed in a service industry; Turn the organisation chart upside down'', Management Review, Vol.3, No.1, Pp-13-16

Deighton, J., (1994) ‘Managing Service when Service is a Performance’ in Rust, R; Oliver, R. (1994): ‘Service Quality: New Directions in Theory and Practice’ (Sage)

Edwards, 2001, Business Research Methods, 2nd edition, p: 133, 143

Elton, 2002, Advanced Marketing Management, 4th edition, p: 54, 66, 78

Gonzales, 2004, Customer Satisfaction and its Impact, 4th edition, Ch: 2, 4; p: 54, 87

Holjevac *et* *al*., 1999, Applying Research Methods, 6th edition, p: 89

Iselin *et al*., 1999, Research Planning and Implementation, 3rd edition, p: 89 – 111

Jaffe *et* *al*., 2003, Research Methods and Applications, 5th edition, p: 95, 101

Fred *et al*., 2002

Jasmina *et al*., 2007, Management Research, 3rd edition, chapter: 4, p: 132

Jon *et al*., 1998, Marketing Management, 7th edition, p: 123 - 198

Linton, I. (1995): ‘25 tips for excellent customer service. An action plan for service success’, London: Pitman Publishing.

Khan, 2011, Management Research, 3rd edition, Willey Publication Ltd, p: 133, 156

Kano *et al*., 1984, Business Research Methods, 5th edition, chapter: 3, p: 144

Kulich *et al*., 1998, Research Planning Process, 3rd edition, 4th edition, p: 76, 82

Kentucky *et al*., 2007, Customer Satisfaction as the key determinants in food industry, Volume: 8, No: 132

Kumar, R., (2005) Research Methodology: A step by step guide for beginners, Second Edition, Sage Publications Ltd., London, UK.

Kandampully, J; Suhartanto, D. (2000): ‘Customer loyalty in the hotel industry: the role of customer satisfaction and image’ in International Journal of Contemporary Hospitality Management, Volume 12, Number 6, pp.346-351.

Marvin, *et al*., 2005, Research Design, 4th edition, chapter: 3, 5, p: 76 – 143

Markesan & McGregor, *et al*., 2005, Management Research, 4th edition, p: 76 - 132

Metti, M, C., (2008), Customer Service and Hotel Management, New Delhi: Anmol Publications Pvt Ltd

Malhotra, N., (2009), Marketing Research, Sixth Edition, New Jersey: Prentice Hall

Randolph *et al*., 2002, Research Planning Process, 3rd edition, p: 34, 43, 65

Ross *et al*., 2004, Advanced Marketing Management, 4th edition, Ch: 3, 4; p: 78 – 132

Sturdy, A; Grugulis, I; Willmott, H. (2001): ‘Customer Service – Empowerment and Entrapment’, Hampshire: Pelgrave Publishers Ltd.

Varini, K; Catrett, J. (2000): ‘Crises with customers in hospitality organisations’ in The Hospitality Review, October, pp. 41-48.

Verret, C., (2008), Hotel Sales and Revenue Management Book 2.0, UK: Global Authors Publishers

Wiley & Robert, 2005, Business Research Methods, 5th edition, p: 121

Zairi, M. (2000): ‘Managing Customer Satisfaction: a best practice perspective’ in The TQM Magazine, Volume 12, Number 6, pp. 389