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**THE EFFECT OF CUSTOMER RELATIONSHIP MANAGEMENT  
PRACTICES ON CUSTOMER RETENTION IN THE EXHIBITION  
INDUSTRY WITHIN NAIROBI CITY COUNTY.**



**ALFRED KIPRUTO LETTING**

**MCOM/ 113272**

**A DISSERTATION SUBMITTED IN PARTIAL FULFILMENT OF THE  
REQUIREMENTS FOR THE AWARD OF MASTER OF COMMERCE  
AT STRATHMORE UNIVERSITY**

**JUNE 2023**

## DECLARATION

I declare that this work has not been previously submitted and approved for the award of a degree by this or any other university. To the best of my knowledge and belief, the dissertation contains no material previously published or written by another person except where due reference is made in the dissertation itself.

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**Alfred Kipruto Letting**

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Approval

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## ABSTRACT

The purpose of this study was to investigate the effect of customer relationship management practices on customer retention in the exhibition industry within Nairobi City County. This paper examined how service quality, technology adoption, and complaint handling affect customer retention in the exhibition industry. The target population of the study was 52 exhibition companies and the respondents were the marketing managers or directors of the respective firms. The study utilized structured closed ended questionnaire with 5 Likert scales to collect the primary data. Descriptive and inferential statistical method was used in analysing data while Regression and Correlation methods were used to determine the relationship between the customer relationship management practices and customer retention. The results were presented using bar graphs pie charts and tables. The study found a strong positive and statistically significant relationship between service quality and customer retention. This is an indication that service quality influences customer retention. The study also found a strong positive and statistically significant relationship between technology adoption and customer retention meaning that technology adoption influences customer retention. Further, the study found that there is a strong positive and statistically significant relationship between complaint handling and customer retention which means complaint handling influences customer retention. The study revealed that relationship of complaint handling with customer retention is influenced by consumers whose complains are effectively resolved. Therefore, complaints can make the company perform better. The study had its limitations. The research engaged senior management staff who were quite a challenge to access due to their busy schedules. Furthermore, the study was limited to examining the effect of customer relationship management practices on customer retention in exhibition industry in Nairobi City County which limits the generalization of the findings to other industries. In future research, a similar study should be done to examine the effect of customer relationship management practices on customer retention across different industries to understand which policies are effective for different industries and sectors. The study also recommends a similar study to be done to establish the role of other CRM practices on customer retention.

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## LIST OF ABBREVIATIONS

CRM-	Customer Relationship Management
SPSS-	Statistical Package for Social Sciences
SERVQUAL-	Service Quality
NACOSTI-	National Commission for Science, Technology and Innovation
CEIR	Centre for Exhibition Industry Research
EDT	Expectancy Disconfirmation Theory



## OPERATIONAL DEFINITION OF TERMS

**Customer Relationship Management** Is the core business strategy which integrates internal processes, functions and external networks to create and deliver value to targeted customers at a profit (Ang & Buttle, 2009)

**Customer retention** Is a marketing objective of preventing customers from shifting to competitors over a longer period of time (Soliman & J. Kamel, 2021)

**Service Quality** A comprehensive customer evaluation of a particular service and the extent to which it meets their expectations and provide satisfaction (Haddad et al.,2019)

**Technology adoption** Technology adoption is the first use or acceptance of new technology or new system (Khasawneh & Al-Awidi, 2008).

**Complaint Handling** Is the way firms deal with customers' dissatisfaction with some aspects of their service.(Álvarez et al., 2011).

**Exhibitions** The term exhibition refers to the marketplace where organizers, exhibitors, audience and sponsors meet together to exchange information, make deals, inseminate knowledge and market products and services (Dublin,2021).

## ACKNOWLEDGEMENT

I would like to acknowledge special people who have immensely supported me and contributed towards successful completion of the dissertation. Foremost, I would like to acknowledge my supervisor Dr. Nancy Njiraini for dedication of her busy schedule to accord me professional guidance and support during the research process. Secondly, I would like to greatly appreciate the my defense panellists especially Dr. Tabitha Waithaka for her support and guidance. I acknowledge the respondents who sacrificed their busy schedules to fill in the study questionnaires to ensure the study was a success. Lastly, I would also like to acknowledge the support of my classmates and colleagues.



## DEDICATION

This dissertation is dedicated to my loving family who relentlessly supported me in all ways to ensure that I complete the study. To my parents who encouraged and supported me financially.

To God be the Glory.



## CHAPTER ONE

### INTRODUCTION

#### 1.1 Background of the study

Globalization, increased competitive markets and rapid advancement of technology have fostered growth in different business industries including exhibitions across the globe (Chosniel et al., 2014). Currently, businesses must find a market niche which enables them to survive in highly competitive market and to find the best way to meet their customer's needs (Githinji, 2017). To stay ahead of competition, exhibition firms have transitioned from traditional strategy of acquiring new customers to customer retention approach by implementing a profound strategic and technology-based Customer Relationship Management (CRM) practices (Wang et al., 2014). In today's competitive world, businesses strive to remain competitive in the long-run through effective use of customer relationship management practices (Vallabh et al., 2015).

Owing to the significant growth witnessed in the exhibition industry, scholars have identified challenges and threats affecting its potential future growth. Retention of customers has taken a centre stage due to the business dynamic nature (The Global Association of the Exhibition Industry, 2021). Retaining customers has proved to be a competitive exercise in the current dynamic market paradigm. Buttler and Maklan (2019) asserts that CRM is a technique of relationship marketing and process that has enabled firms to identify, evaluate, analyse and serve customers to improve customer relationships. This way, the exhibition organizers are able to retain market share from the existing and new customers.

In the competitive and turbulent business environment, the intensity of competition is escalating rapidly (Soliman & Kamel, 2021). Currently, most companies are strongly focusing and strategizing on aggressive retention strategies of their customer base by employing customer-centred marketing techniques such as CRM. Existing customers have also proved to be cost-saving and effective than acquiring new customers (Nasir, 2017). A study carried out by Hawkins and Hoon (2019) posit that when the customer

retention rate increases by one percent, the company's profit margin increases by five percent (5%).

Customer Relationship Management has become an important aspect of marketing research over the past two decades (Foltean et al., 2019). It is a concept that has been studied broadly by various scholars who have formulated multiple definitions. For instance, Ang and Buttle (2009) defines Customer Relationship Management as the core business strategy which integrates internal processes, functions and external networks to create and deliver value to targeted customers at a profit. The study further states that CRM is anchored on superior quality customer-related data enabled by information technology. Lubis et al.(2020) argues that Customer Relationship Management is a series of relational practices implemented by organizations to improve customer relations.

According to Anshari et al.(2019) CRM is anchored on technology that provides organizations with the ability to understand its customers and potential clients on their operational practices hence delivering customized services that may convince the customers to transact. This study adopted the definition by Lubis et al.(2020) which states that customer relationship management is a series of relational practices adopted by companies to improve their customer relations and retention. This is because the definition focus on relational practices which influence the customer retention.

Kaburu (2019) revealed that CRM practice had a significant relationship with customer retention. Similarly, Tourism & Marketing (2019) and Bin-Nashwan and Hassan (2017) argues that adopting CRM practices help companies build a strong relationships with customers which leads to a higher customer retention. However, other studies have reported tremendous failures associated with the CRM implementation and the end results i.e., unhappy customers, inadequate returns on investment (Tazkarji & Stafford, 2020). Malek (2020) reports that even though the use of CRM is proving an incredibly popular choice for implementation, success is proving elusive. Moreover, a broader survey estimates that 70% of companies will ultimately fail to achieve their end desired goal of retaining their customers (Nguyen et al., 2022). Awasthi and Sangle (2013) posits that although the use of CRM is increasing at organizational levels, the previous

initiatives implemented still face high failure rates ranging between 50%-70%. Boadu (2019) opines that even though policies are formulated to implement CRM practices, the ultimate goal of customer retention is not achieved.

Given that the previous studies on CRM practices have been done in different contexts and there are conflicting findings from the literature, there was need to carry out a study on the effect of customer relationship management practices on customer retention in exhibition industry within Nairobi County, Kenya.

### **1.1.1. Customer Relationship Management Practices**

Customer relationship management practices are comprehensive processes and strategies that enables the firm to identify, acquire, retain and nurture profitable customers so as to increase profits while minimizing the costs of acquiring new customers. CRM practices provides a comprehensive strategy that features the method of acquiring customers, keeping them and cooperating with them to build a distinguished value for both the firm and the customer across the globe (Parvatiyar & Sheth, 2001). This strategy requires integrating the functions of marketing, sales, customer service and exposition chain so as to achieve the best competence and efficiency in delivering value to the customer. Zablah et al.(2004) posits that CRM is a strategy that gives a possible avenue to achieve competitive advantage by converting potential leads into loyal customers. (Long et al., 2013). Ang and Buttle (2009) defines Customer Relationship Management as the core business strategy which integrates internal processes, functions and external networks to create and deliver value to targeted customers at a profit.

CRM has gradually evolved as it becomes more tangible and sizeable strategic management tool (Sofi et al., 2020). It has evolved from its original focus on technical aspect to the current view of the entire company's philosophy of establishing a long-lasting relationship with customers. Building and improving relations with customers has been simplified by Customer Relationship Management practices (Tohidi, 2012). CRM is modified specifically to improve the relationship between the organization and its customer majorly focusing on quality of service, and handling their concerns.

There are many defined CRM practices that have been identified by various scholars. These includes; customer orientation, complaint handling, relationship development, customer loyalty, service quality, technology adoption and employee behaviour (Al-Qeed et al.,2017; Bhatt, 2020; Kartikawati et al.,2020; Long et al. 2013; Sofi et al., 2020). In a study carried out by Githinji (2017) on assessing the influence of CRM capabilities on performance of commercial bank in Kenya, the study measured the CRM capabilities through information given by the respondents. Further, the study measured organizational performance by assessing constructs such as customers attended, quality assessment via reduction of customers' complaints, customization of services and lastly, customer retention was used as a measure of performance.

In a study carried out by Mungla(2019) to assess the effect to CRM system of financial performance of commercial bank in Kenya, the study conceptualized CRM as determined function of the institution's ability to harness lower-order capabilities comprised of IT infrastructure, physical assets, organizational capabilities such as business architecture and human analytics. Das et al.(2018) investigated the impact of CRM practices on customer retention and the mediating effect of customer satisfaction. The study measured the CRM practices by evaluating constructs such as vision, strategy, valued customer experience and organizational collaboration.

CRM has been influenced and anchored on theories and models such as the Gap model of service quality (SERVQUAL), and Expectation Disconfirmation Theory. Gap model of service quality was developed by Parasuraman et al.(1985) which has been extensively applied to measure service quality and compare customers' expectations before a service encounter and their perception of the service delivered. This model assesses five major satisfaction dimension gaps that organizations must address when intending to meet the customers' expectations. According to Parasuraman et al. (1985) in order to measure or evaluate the perceived service quality, measure of the gaps between the perceived service quality and the service expected using the RATER dimensions which are; reliability, assurance, tangibility, empathy and responsiveness. Expectation Disconfirmation Theory (EDT) which was developed by Oliver (1980) assesses customer satisfaction and retention by enumerating post-purchase satisfaction

based on customer expectation, disconfirmation of beliefs, perceived performance and satisfaction. It implies that satisfaction is influenced by the size and direction of disconfirmation of experience as a result of comparing service performance against expectation (Oliver,1980)

There is a consensus across literature on CRM that service quality, technology and customer complaint handling are important practices that enables the organization to implement CRM successfully (Kartikawati et al.,2020; Oramas et al. 2016 & Wachira 2018) The three practices were brought forward by ( Adzhigalieva et al.2022;Deqing, 2014 and Richard et al.2007 ) and were tested through a survey conducted in banking services to assess the influence of the three practices in Kenya, Morocco and Indonesia respectively. According to these studies, CRM practices such technology adoption, quality service and complaint management when integrated enhance customer relationship, hence increasing customer retention. The three CRM practices were therefore focused on in this study.

Service quality is defined as comprehensive customer evaluation of a particular service and the extent to which it meets their expectations and provide satisfaction (Haddad et al.,2019).Successful CRM practices must consider commitment of organization's quality services as a key factor for its implementation since the growth and survival for businesses depends on the quality of service they render to their customers (Valmohammadi & Beladpas, 2014). Service quality remains a paramount enabler to customer satisfaction and retention (Wanjiku, 2014). Bashir(2017) believes that most companies do not pay attention to quality of customer service and handling complains yet these are key and significant components that are heavily attributed to customer retention. Therefore, the challenge is to produce a happy and loyal customer (Tazkarji & Stafford, 2020).

Hanif et al.(2020) argues that the acceptance of technology has improved interaction of organization with their customers, the study further states that adoption of technology in implementing CRM has helped in retention and optimization of operations hence meeting the demand of customers. According to Hanif et al.(2020) complaint system being integral function of CRM, has enabled organizations to focus on weaknesses

while improving performance of the company through service quality delivery in order to complete in the market thus linking technology adoption, service quality and complaint management with customer retention.

According to Centre for Exhibition Industry Research (CEIR, 2019) technology adoption is an element that must be considered in CRM practices stating that the increasing adoption of technology leads to a rising number of participants in exhibition industry. With the expanding capacities for industries, the technology provides the potential for businesses to attract audience. Verhoef et al.(2021) opines that while the technology and digital experience still presents a challenge, it is clearly evident that it has the potential to broaden both the exhibitor and visitor audience base. The study forecasts that future organisers will continue to use digital to enhance the communities around their events, giving better access to content and a more curated experience. Information technology significantly and positively influence CRM practices and its success heavily depends on how well technology has been understood and the extent to which users use technology in their usual CRM practices (Soltani et al., 2018). CRM is a technology driven platform that facilitates a mutual interaction between the company and its customers hence enabling the firms to coordinate communication and possibly solve customers' needs which significantly contributes to customer retention. Anees et al.(2020) argues that by adopting modern technology in CRM practices, companies execute efficient communication and customer engagement.

A study carried out by (Hajiyan et al., 2015) suggest that technology orientation is an important part of the dimensions of measuring effectiveness of customer relationship management. The study used constructs such as age, gender, computer skills, readiness for technology and behavioural intention to measure technology adoption. Similarly Richard et al.(2007) adopted perceived usefulness, perceived ease of use and behavioural intention to measure technology adoption in a study carried out to examine CRM technology adoption and its impact on customer retention in New Zealand. This study adopted the following constructs to measure technology adoption; perceived usefulness which focused on capability of the users to accomplish task efficiently, improve performance and increase productivity. Perceived ease of use to measure the

ease of interaction and flexibility lastly, behavioural intention which focused on the positive attitude when interacting with customer through the CRM system (Amoroso & Hunsinger, 2009). These constructs were deemed appropriate to measure technology adoption in CRM since it takes into consideration the actual intention of users to adopt the new technologies in bid to improve customer relations and retention.

As far as CRM practices are concerned, customer complaint management has been an area of concern that may influence customer loyalty and retention (Morgeson et al., 2020). Complaint management is the process of dissemination of information aimed at identifying and correcting various causes of customer dissatisfaction (Filip, 2013) Ajibade (2019) reports that service failures come into existence when a gap between expected level and actual level of services received occurs. According to Ahmed et al. (2020), the effective management of complaints handling is an imperative factor to encourage customers to register complains whereas the speedy system to resolve complaints in a professional way provides primary satisfaction and retention to exhibitors and all stakeholders. Moon et al. (2019) brings forward that organizations' weakness to promptly respond to complaints not only irritates the existing customers but also leads to customers defection. Therefore, CRM provides a platform to register and present customer complaints for immediate action. This study assessed complaint handling seeking respondents' opinions on expectations that customers anticipate to derive from the service, the actual performance of the product or service, evaluation with respect to expectation and lastly, satisfaction after gaining direct experience with the service. These measures were adopted since it explains post-purchase experience a point where if the customer is dissatisfied then a complaint would arise. Therefore, highlighting areas that institution would focus to improve their products or services that would eventually lead to improved customer relationship and retention.

### **1.1.2. Customer Retention**

Customer retention is a combination of two words, "customer" and "retention". Customer is defined as any person or organization who may have interest in buying or has bought products or services from a company. On the other hand, retention is defined as a process of having a close and long-term relationship of customers with the

organization(Hare, 2002). Customer retention is a marketing objective of preventing customers from shifting to the competitors over a longer period (Soliman & Kamel, 2021). CRM practices have enabled many organizations to understand customer needs and improve business relationships which has led to customer retention. Customer retention is a vital aspect of customer relationship management practices. Similarly, Nasir (2017) opines customer retention as activities and actions that companies must undertake to reduce the number of customer defections by focusing on key areas such as service quality, audience quality, and handling customer complaints.

Companies are focusing on making their existing customers their strength to place efforts in retaining them and to hold on to their relationship through customer retention programme (Boadu, 2019). The success of companies in today's competitive business environment is principally based on customer retention. Customer retention is an imperative managerial issue especially in markets with declining rate of new customer acquisition. It is accepted that the priority goal of CRM application is attributed to its capability in delivering superior value for the exhibitors and the organizers hence it may be considered as the primary goal of the companies practicing and applying CRM practices (Ang & Buttle, 2006).

According to Odunlami (2015) customer retention measurement may differ between the industries however, it appears that a consensus among several scholars that customer length of stay, repeat purchases, loyalty and referrals are common parameters to measure the customer retention. Another study conducted by Ghaleb and Fakhri (2015) in an attempt to investigate the impact of customer loyalty program on customer retention, the study measured the customer retention as dependent variable by assessing probability of customer recommending the firm to others(referrals), the probability of repurchase(repeat purchase) and possibility of switching(loyalty). Comparably, a study carried out by Al-Tit (2015) on the effect of service and food quality on customer satisfaction and retention, the study measured customer retention in relation to three attributes i.e. intention of customer to revisit, likelihood of using the restaurant in future and positive word of mouth. In this study, customer retention was measured based on four attributes i.e., repeat of purchases, length of stay with the company, referrals,

loyalty (Díaz,2017). A number of studies have reached a consensus that these attributes appear to be common attributes of measuring the customer retention and for this reason, these constructs were used to measure the customer retention in this study.

CRM has been influenced and anchored on theories and models such as the Gap model of service quality (SERVQUAL), and Expectation Disconfirmation Theory. Gap model of service quality was developed by Parasuraman et al.(1985) which has been extensively applied to measure service quality and compare customers' expectations before a service encounter and their perception of the service delivered. This model assesses five major satisfaction dimension gaps that organizations must address when intending to meet the customers' expectations. According to Parasuraman et al. (1985) in order to measure or evaluate the perceived service quality, measure of the gaps between the perceived service quality and the service expected using the RATER dimensions which are; reliability, assurance, tangibility, empathy and responsiveness. Expectation Disconfirmation Theory (EDT) which was developed by Oliver (1980) assesses customer satisfaction and retention by enumerating post-purchase satisfaction based on customer expectation, disconfirmation of beliefs, perceived performance and satisfaction. It implies that satisfaction is influenced by the size and direction of disconfirmation of experience as a result of comparing service performance against expectation (Oliver,1980)

### **1.1.3 Exhibition Industry**

The exhibition refers to the marketplace where organizers, exhibitors, audience and sponsors meet together to promote brand names, launch products and services, find new buyers and make contacts or partners from local and international foreigners (Dublin et al., 2022). According to Hradecky et al. (2022) exhibitions is classified as one of the principal business industry under Meetings, Incentives , Conferences and Exhibitions (MICE). According to The Global Association of the Exhibition Industry(UFI, 2021), exhibition industry has experienced exponential growth over the past decade across the globe and its exhibition market was valued at US\$13.87 billion and is expected to grow to US\$36.31 billion by 2026. According to UFI et al.(2020), approximately 32,000 exhibitions which directly involves 303 million visitors and nearly five million

exhibitors takes place across the world annually. Exhibitions generates about \$ 136.9billion of direct spending by visitors, exhibitors and additional exhibitions related expenditures.

In 2018 for instance, exhibitions supported 1.3million direct jobs globally and generated \$ 1.1billion of direct Gross Domestic Products (GDP). Based on a total economic input of exhibitions of \$ 325billion and global total of \$ 34 million sqm capacity exhibition space, according to The Global Association of the Exhibition Industry (2017) the industry would be ranked 56<sup>th</sup> largest economy globally.

Similarly, The Global Association of the Exhibition Industry(UFI, 2021)research found that Kenya's exhibitions sphere is gaining immense growth over the last decade stating that it is among the imperative emerging markets with significant potential future growth. Further, the research indicates that Kenya has 1400sq.m of indoor exhibition space. Even though this sector has not had a regulatory body that govern its operations and shed more information regarding its membership base, Kenya host numerous local and international exhibitions, Conferences and trade fairs majorly in Nairobi City i.e., at Kenyatta International Convention Centre (KICC), Sarit Expo Centre, TRM Convention Centre, Oshwal Hall Centre and Nairobi International Trade Fair (NITF) with about 52 organizers according to Nairobi County (2019) report. The exhibition organizers across the diverse economic sectors have experienced stiff competition hence they are forced to invest heavily in customer retention strategies through the implementation of CRM practices (Githinji, 2017). Any company that heavily relies on repeat business must absolutely have a good customer retention practices in place to thrive in today's competitive business environment (Ghavami, 2016). Therefore, it was important to assess the fundamental role that CRM practices plays in customer engagement and retention in the exhibition industry.

## **1.2. Statement of the Problem.**

A rising number of organizations in various industries globally are implementing CRM practices in order to counter the competitive business environment. Organizations have realized that their businesses should focus on building and maintaining strong relationship with customers as they are the major drivers of business success (Githinji, 2017). Guerola-Navarro et al.(2022) affirm that CRM has proved to be highly impactful business management strategy which has enabled business drive growth and impressive results in terms of returns on investment. Many studies have reported positive relations between customer relationship management practices and customer retention. For instance, a study conducted by Sethi (2022) on CRM factors affecting loyalty on international customers. Using cross sectional surveys on personal interviews of the participants found that factors such as price, perceived value, service technology and physical service quality significantly contribute towards loyalty of international customers in India.

Comparably, Azzam (2014) in a study to investigate the effects of CRM on customer satisfaction in banking sector in Jordan, found that there is a significant relationship between CRM practices represented by service quality, solving customer problems, customer data base, employee behaviour, social networking interaction and physical environment as independent variables and customer satisfaction in banking industry. However, in a study done by Long et al. (2013) on impact of CRM factors on customer satisfaction and loyalty, precisely focusing on critical practices of CRM i.e. quality service, interaction management, relationship development and employee behaviour in Malaysia, the study revealed that employee behaviour and relationship development positively influence customer satisfaction and loyalty while quality service and interaction management had no significant influence hence contradicting the findings of (Azzam, 2014) & (Sethi, 2022). Further, these studies were conducted in developed markets whose economic and cultural contexts differ from Kenya where the current study was conducted.

Bhat (2016) in a study to develop a comprehensive integrated model which explains the impact of CRM dimensions i.e., complaint resolution, customer knowledge,

customer empowerment and customer orientation on customer loyalty and competitive advantage of a bank in India, using structural equation modelling to analyse data, the study found that the four dimensions have a positive effect on customer loyalty and competitive advantage to a bank. On the other hand, a study carried out by Salim et al.(2018) to examine the effect of customer complaints handling and the quality of bank services on customer loyalty in public sector in Jakarta Indonesia, adopting descriptive and structural modelling SmartPLS-3.0 to analyse the data revealed that customer complaint handling had no significant effect to customer loyalty which is inconsistent with the previous findings of (Bhat, 2016). Also, these studies were carried out in banking industry whereas the current study focused on exhibition industry.

Locally, a study carried out by Oramas et al.(2016) to determine the influence of customer relationship management practices i.e. information technology, customer recognition and loyalty programs on customer retention in Sacco sector in Kenya revealed that there is relationship between information technology and customer retention. Similarly, Wanjau (2013) in a study to investigate the effect of CRM on customer retention in commercial banks, a case of KCB bank in Nairobi. Specifically focusing on customer recognition practices, promotion, brand visibility and technological systems and its influence on customer retention, the revealed that customer recognition was not significant to customer retention while technology, brand visibility and promotion had significant impact on customer retention. On the contrary, Nyongesa (2018) in a study conducted to investigate the influence of relationship marketing, social performance on customer retention by microfinance institutions in Kenya, using semi-structured questionnaire and both descriptive and inferential analysis, the study results revealed that relationship marketing characterized by communication and shared values play an important role in retaining customers. Further, the study found that technology adoption was insignificant predictor of customer retention a finding that does not concur with previous studies done by (Oramas et al.,2016) & (Wanjau,2013).

A review of previous empirical studies cited above shows that there are conflicting findings and inconsistencies concerning the effect of CRM practices particularly service quality, complaint handling and technology adoption on customer retention.

Whereas studies on CRM practices have been conducted in Kenyan context, most studies have focused on banking industry which may constrain the applicability of the findings hence, creating a knowledge gap that motivated this study. Therefore, this study sought to address the highlighted gaps established in the literature by examining the influence of customer relationship management practices on customer retention with reference to assessing the CRM practices i.e., service quality, technology adoption, and customer complaint handling and determine their relationship with customer retention in exhibition industry in Kenya.

### **1.3. Research Objective**

The main objective of this research was to examine the effect of customer relationship management practices on customer retention in exhibition industry within Nairobi City County.

#### **1.3.1. Specific Objectives**

This study was guided by the following research objectives;

- i. To examine the influence of service quality on customer retention in exhibition industry within Nairobi County.
- ii. To establish the influence of technology adoption on customer retention in exhibition industry within Nairobi County.
- iii. To assess the effects of customer complaints handling on customer retention in exhibition industry within Nairobi County.

### **1.4. Research Question**

To achieve the research objectives, this study sought to answer the following questions;

- i. How does service quality influence customer retention in exhibition industry within Nairobi County?
- ii. How does technology adoption affect customer retention in exhibition industry within Nairobi County?
- iii. How does customer complaints influence affect customer retention in exhibition industry within Nairobi County?

## **1.5 Scope of the study**

The study sought to examine the effect of customer relationship management practices on customer retention of exhibition companies in Nairobi County, Kenya. Specifically, the study aimed to determine the effect of customer relationship management practices i.e., service quality, technology adoption and complaint handling and their relationship with customer retention. The geographical scope of the study focused on exhibition organizers in Nairobi City County. This is because Nairobi is the capital city and it hosts most of the exhibition events every year. Further, majority of the exhibition companies have established offices in Nairobi City to ease their operations, therefore it was deemed suitable for the study. According to Nairobi County (2019) report, there were 52 registered exhibition organizers in Nairobi City (Appendix V). Therefore, the target population of the study was 52 companies and unit of analysis were marketing managers or directors of these companies. Directors and marketing managers were anticipated to be knowledgeable about customer relationship management practices and how it has impacted customer retention in their respective companies.

## **1.6. Significance of the study**

### **Managers and Directors of Exhibition firms**

The findings of this study may be beneficial to the management of exhibition and trade show organizations as they will be useful when making managerial decisions. The managers will gain more knowledge in relation to customer relationship management, the roles and effects of information technology, complaints handling and service quality plays in retaining customers. The study may consequently be critical to the managers who would want to implement customer relationship management practices and to know which areas to focus on in order to retain their customers.

### **To Policy Makers**

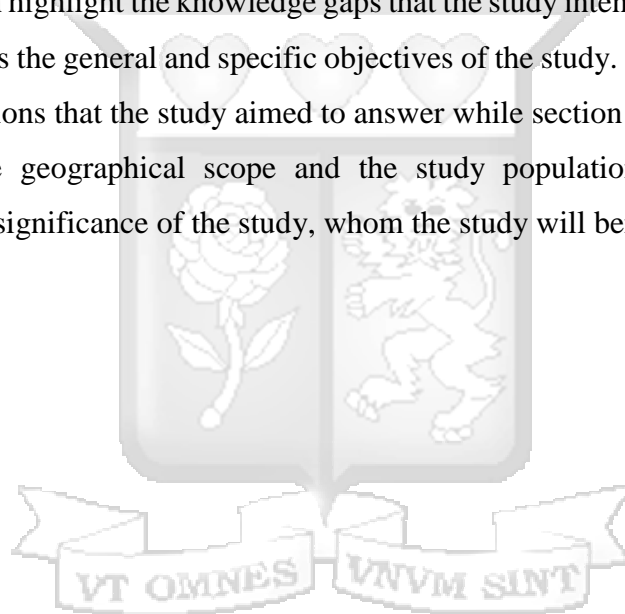
The study findings may be important to exhibition associations as they develop policies on customer retention management guidelines that can as well be borrowed by exhibition organizers. The results may also be used for development of strategies that may improve the implementation of customer relationship management practices.

## **To Scholars**

The research findings shed more light to the world of academia especially due to the limited empirical knowledge on effects of customer relationship management on customer retention in Kenya. Therefore, the findings avail empirical knowledge in the exhibition field. The findings also provide foundation and reference for future studies.

### **1.7. Chapter Summary**

This chapter covers six sections namely; the background of the study which lays the comprehensive foundation on CRM and CRM practices articulating more information on CRM practices globally, regionally and locally. Section two is the Statement of the problem which highlight the knowledge gaps that the study intended to address. Section three highlights the general and specific objectives of the study. Section four covers the research questions that the study aimed to answer while section five is the scope of the study i.e., the geographical scope and the study population. Lastly, section six highlights the significance of the study, whom the study will benefit.



## CHAPTER TWO

### LITERATURE REVIEW

#### 2.1. Introduction

This chapter covers relevant literature reviewed related to customer relationship management practices. This section specifically presents a review of the relevant theoretical review, empirical review, research gaps, conceptual framework and operationalization of the variables in detail. Theoretical review focused on gaps model of service quality and the Expectation Disconfirmation Theory while empirical review focused on studies done by other scholars on CRM practices which are also the study specific objectives. The gaps the study sought to fill are also outlined in knowledge gaps. The conceptual framework outlines relationship between the study variables.

#### 2.2. Theoretical Review

This section discusses different school of thoughts on which the study was anchored on. Gap model of service quality SERVQUAL is reviewed covering the independent variables i.e., service quality, technology adoption and customer complaint handling and Expectancy Disconfirmation Theory covering the customer retention which is the dependent variable.

##### 2.2.1. Gaps Model of Service Quality

Today, customers have become increasingly demanding in nature. They expect high-quality products and services. Gaps model of service quality SERVQUAL was developed by Parasuraman et al.(1985) to create a roadmap for the entire service delivery process and identify the gaps between service and the expected service. Singh and Khanduja (2010) affirm that gaps model of service quality SERVQUAL has been extensively applied to measure service quality and compare customers' expectations before a service encounter and their perception of the service delivered. It is highly regarded as a driver for marketing strategy and financial performance. According to this model, there are five major satisfaction dimension gaps that organizations must address when intending to meet the customers' expectations. Customer satisfaction is a major function of perception.

This model identifies the gaps between customer expectation and the actual service delivered and states that the organizations must find a way of measuring, managing and minimizing each of the gaps. The five gaps are; the disparity between the customers' expectations of the service and the actual provision of the same service, the disparity between managers understanding of the customer's expectation/needs and the actual translation of the understanding to service delivery policies, the disparity between delivery of service standard and policies and actual service delivery, the disparity between company communication to customers and what they get delivered and lastly the disparity between customers' expectations and customers perception(Parasuraman et al., 1985). To measure or evaluate the perceived service quality, measure of the gaps between the perceived service quality and the service expected using the RATER dimensions is done. The RATER model stands for reliability, assurance, tangibility, empathy and responsiveness.

Parasuraman et al.(1985) posits that the SERVQUAL multi-dimensional instrument is based on set of five dimensions which are; reliability referring to the ability to provide services dependably and accurately. Second is the assurance which entails knowledge and courtesy of employees and their capability to convey trust and confidence. Third is the tangibles which represents the physical appearance of facilities. Forth is the empathy referring to care provision and customized attention to clients. Lastly, is the responsiveness which entails the willingness of employees to help customers and provide prompt services.

In an effort to close these gaps this theory suggests that management should comprehensively understand and address each of the gaps. This model informs that by focusing on the gaps mentioned above, the exhibitions firms can improve their services to exhibitors and in the long run, they will be able to improve customer relationships which will lead to customer retention and hence profitability for the firms. According to Al-Ghraibah (2020) this model indicates that high service quality leads to customer satisfaction which enhances customer loyalty and retention. In the spirit of this model in assessing the gaps that require management for quality service delivery, technology adoption play a role as an enabler and a pertinent component in resolving customers

concerns hence facilitating delivery of quality service and therefore connecting all the independent variables.

Despite the widespread application of this model, it has been criticized by some scholars. Buttle (1996) criticized the model based on the theoretical and operational stating that the model focuses on service quality delivery in addressing the gaps and fails to outline the outcomes of the service encounter and that there is no little evidence that customer examine the service quality based on perception and expectation gaps. He also criticized that the five gaps cannot exhaustively cover the variability within each SERVQUAL dimensions.

Odhiambo (2015) ascertain that SERVQUAL model remains the most applied model since it has the technological aspect of measuring the service quality. hence linking the factors under customer relationship management i.e., technology use, service quality and complaint handling with customer retention. Therefore, this model was regarded as the most appropriate for this study to measure the level of expectation against their perception after service encounter with reference to service quality, technology adoption and customer complaint handling and its influence on customer retention.

### **2.2.2. Expectancy Disconfirmation Theory**

This theory was developed and conceptualized in a series of two studies done by Richard (1977) and Oliver (1980) seeking to explain post-purchase satisfaction as a function of expectations, disconfirmation of beliefs, perceived performance, and satisfaction. It argues that satisfaction is influenced by the size and direction of disconfirmation experience as a result of comparing service performance against expectation. EDT is mediated through either positive or negative disconfirmation between expectation and performance encountered. If a product or service exceeds the expectations then customer is satisfied which result to customer retention whereas if the product/service falls short of expectation then the customer is dissatisfied and likely to raise complaints or defect to competitor (Oliver, 1980). This theory focusses on the customer-firm relationship and customer retention, customer expected service vs experienced service quality being positively related to customer retention, Customer

satisfaction with consumption experience being positively related to customer retention.

According to Oliver (1980), expectation refers to anticipation before purchasing the product or service. Expectation hence forms the ground of comparison against the perception. Perceived performance refers to post-purchase experience of the customer's perception of the actual service or product performance. Disconfirmation implies to evaluation of the service in reference to expectation. Lastly, Oliver (1980) refers to satisfaction or dissatisfaction as the level to which a product or service pleases the customer.

EDT has been applied by many scholars in various fields for better understanding of customer expectation and requirements for customer satisfaction in areas such as information technology, repurchase behaviour and retention (Elkhani & Bakri, 2012) This theory outlines positive expectations gap that predicts customer perception of quality and satisfaction and therefore stronger customer satisfaction and retention. Consequently, when a customer experience negative expectations disconfirmation, compromised quality and general dissatisfaction then the customer chooses to raise a complaint or defect to competitor linking complaint handling with customer retention (Morgeson et al., 2020).

EDT has been criticized as well by scholars. Morgeson et al.(2020) argues that despite many researches done, a significant gap remains concerning what is known about complaint recovery-customer retention relationship in a dynamic marketing environment. The disparity in importance in driving post-satisfaction and retention across different industries is widely unclear and deeply understood by companies so as to optimize their incidences. He also argues that based on existing literature, it is not known how much cross-industry and cross-sector disparities on importance of complaint recovery to consumer retention.

This theory is relevant to this study because it links the customer retention and service quality. It also connects the resolving of negative disconfirmation-complaint handling to customer retentions and lasts, EDT theory brings in the aspect of engaging the

customers in resolving their concerns by using information technology hence linking technology adoption and complaint resolution to customer retention.

### **2.3. Empirical Literature Review**

This section reviews empirical literature clearly illustrating what other scholars have found in relation to influence of customer relationship management on customer retention as per the research objectives.

#### **2.3.2. Service Quality and Customer Retention**

Service quality is defined as comprehensive customer evaluation of a particular service and the extent to which it meets their expectations and provide satisfaction (Haddad et al.,2019). Al-Qeed et al.(2017) assessed the impact of customer relationship management on achieving service quality of banking sector in Jordan. Using Pearson's correlation analysis approach to analyse data from 150 respondents, the study revealed that there was a strong positive correlation between customer relationship management and service quality in banking sector in Jordan. Similarly, a study conducted by Wachira (2018)focusing on management perception on influence of service quality on customer satisfaction among commercial banks in Kenya; a case of Equity bank using descriptive statistics and t-test to analyse quantitative data and content analysis to analyse the qualitative data, the study found that service quality had a significant influence on customer satisfaction and retention. Further, a study done by Pride and Tatenda (2017) confirms that service quality affects customer retention because the quality of service rendered has a direct relationship with customer satisfaction which in the end leads to customer retention.

Lebdaoui and Chetioui (2020) to assess CRM service quality and organizational performance in the banking industry; a comparative study of conventional and Islamic banks in Morocco, the study employed partial least squares structural modelling technique in data analysis opines that customer service quality plays a mediating role in CRM practices which influence organizational performance of commercial banks in Morocco. Deqing (2014) carried out a study on the effect of service quality on customer satisfaction; A case of commercial banks in Nairobi County, the study used a structured questionnaire to collect data and further used descriptive and spearman correlation

analysis and adopted the Bank Service Quality (BSQ) to measure the service quality variable. The study revealed a strong relationship between service quality and customer satisfaction.

On the contrary, a study conducted by Long et al. (2013) on impact of CRM factors on customer satisfaction and loyalty, precisely focusing on critical practices of CRM i.e. quality service, interaction management, relationship development and employee behaviour in Malaysia. The study revealed that employee behaviour and relationship development are the most influential factors ruling out other factors i.e., quality service and interaction management. The findings of this study therefore conflicts with the findings of the study done by (Al-Qeed et al.,2017; Lebdaoui et al.,2020 & Marete,2018). Therefore, this study sought to address the contextual, methodological and empirical gaps as well as the conflicting findings established in the reviewed literature by establishing the influence of service quality on customer retention in the exhibition industry within Nairobi County in order to answer the first research objective

### **2.3.3. Technology Adoption and Customer Retention**

Technology adoption is defined as the first use or acceptance of new technology or new system (Khasawneh & Al-Awidi, 2008).A study conducted by Richard et al.(2007) to examine customer relationship management technology adoption and its impact on business to business customer retention in New Zealand, adopting qualitative approach consisting of individuals in-depth demi-structural interviews with combination of open-ended and closed questions, the study findings indicated that CRM technology adoption had a role to play in sustaining and maintaining business to business relationships.

Comparably, a study carried out by Bhatt (2020) on impact of customer relationship management practices on customer retention with special reference to departmental stores in China with the variables under study being relationship management, technology adoption, quality service, knowledge management and employee behaviour. Using linear multiple regression analysis, the study found that technology adoption, quality service, knowledge management and employee behaviour are significantly related to customer retention. This research therefore gives room to focus

on a study in Kenyan context to determine the effects of CRM practices on customer retention particularly in exhibition industry.

Sofi et al.(2020) conducted a research on the effect of CRM dimensions in hotel customer's satisfaction in India. The study adopted systematic random sampling and exploratory factor and regression analysis, the research found that there is a significant positive effect of CRM-Based technology on customer satisfaction, CRM organization, managing knowledge and customer retention however the significance was weak. Therefore, this paper aimed to find out the influence of CRM technology adoption has on customer retention in exhibition industry while addressing the identified gaps in order to answer the second research objective.

Nyongesa (2018) in a study conducted to investigate the influence of relationship marketing, social performance on customer retention by microfinance institutions in Kenya, using semi-structured questionnaire and both descriptive and inferential analysis, the study results revealed that relationship marketing characterized by communication and shared values play an important role in retaining customers. Further, the study found that technology adoption was insignificant predictor of customer retention. However, the study noted that organizations should not ignore technology adoption in building successful customer relationship and retention.

#### **2.3.4. Complaint Handling and Customer Retention**

Complaint handling is defined as the way organizations deal with customers' dissatisfaction with some aspects of their services or products (Álvarez et al., 2011). Complaint occurs when customer is dissatisfied with the service provided by the company and if it's allowed to drag for a long period, then it will have a negative impact on the company performance (Morgeson et al., 2020). In a research carried out by Kartikawati et al.(2020) to determine and explain the simultaneous and partial effect of customer incentive, trust and complaint handling on customer retention at the BMT Amanah Ummah in Indonesia using multiple linear regression , F-test-test and coefficient of determination, the study found that customer incentive, trust and customer complaint handling have a positive and a significant effect on customer retention in BMT Amanah Ummah in Kartusura, Indonesia.

In an Indonesian study conducted by Adzhigalieva et al. (2022) to assess the influence of complaint handling and service recovery on customer satisfaction, customer loyalty and customer retention. The study adopted systematic literature review for analysis and found that among the three variables, customer satisfaction was significantly influenced by complaint handling and service recovery. The research also indicated that customer loyalty and customer retention indirectly correlated with service delivery and complaint handling. This study validates a study conducted by Wasfi et al.(2014) stating that complaint handling has a positive and significant effect on the customer retention. Further, the research revealed that relationship of complaint handling with customer retention is influenced by consumers whose complains are effectively resolved. The study confirms a positive and significant effect of customer complaint handling on customer retention in financial cooperative industry therefore, we do not know if the same can be applied in Kenyan market context and more specifically in exhibition industry hence, this study sought to address the third research objective by assessing the relationship between complaint handling and customer retention.

In contrary to the cited studies above, a study carried out by Salim et al.(2018) to examine the effect of customer complaints handling and the quality of bank services on customer loyalty in public sector in Jakarta Indonesia, adopting descriptive and structural modelling SmartPLS-3.0 to analyse the data. The study revealed that customer complaint handling had no significant effect to customer loyalty. The finding of this study diverges with studies reviewed above which indicated that complaint handling had positive and significant influence on customer retention.

#### **2.4. Summary of Literature Review and Research Gaps**

From the above studies reviewed, it is evident that many studies on customer relationship management practices and its connection with customer retention have been widely conducted. However, the diverse study methodologies, contexts and conflicting findings have developed research gaps summarized as follows:

**Table 2.1 Summary of literature review and knowledge gaps**

<b>Author</b>	<b>Topic/Title</b>	<b>Findings</b>	<b>Research Gap</b>	<b>Type of research gap</b>
Al-Qeed et al.(2017)	The impact of customer relationship management on achieving service quality of banking sector in Jordan	The study revealed that there was a strong positive correlation between customer relationship management and service quality.	The study was conducted in banking sector whereas the current study focused on exhibition industry.	Contextual gap
Wachira (2018)	Management perception on influence of service quality on customer satisfaction among commercial banks in Kenya; a case of Equity bank	The study found that service quality had a significant influence on customer satisfaction and retention.	The study used descriptive statistics and t-test to analyse quantitative data and content analysis to analyse the qualitative data. The current study adopted quantitative approach.	Methodological & Contextual gaps
Long et al.(2013).	Impact of CRM factors on customer satisfaction and loyalty in Iran.	The study revealed that employee behaviour and relationship development are the most influential other factors i.e., quality of service & products and interaction management.	The study investigated behaviour of employees, quality of services and products, relationship development and interaction as CRM practices creating a gap to investigate other CRM practices. Secondly, the study was done on departmental stores in Iran creating a contextual gap on its influence in	Contextual and Empirical gaps.

			exhibition sector in Kenya.	
Richard et al.(2007)	An examination of customer relationship management technology adoption and its impact on business-to-business customer retentions in New Zealand.	The study findings indicated that CRM technology adoption has a role to play in sustaining and maintaining business to business relationships.	The research adopted qualitative approach consisting of individuals in-depth demi-structural interviews with combination of open-ended and closed questions. The current study used questionnaires to collect data, also the study focused exhibition industry.	Methodological and Contextual gaps.
Bhatt (2020)	Impact of CRM on customer retention with special reference to departmental stores in China.	The study found out that there is a significant positive effect of CRM-Based technology on customer satisfaction and retention however the significance was weak. Therefore, this study seeks to find out if the same variable has a significant effect on exhibition sector and to what extent.	The study used frequency analysis in analysing data and since the context was departmental stores, a gap needs to be addressed on context difference and methodology.	Methodological and Contextual gaps
Sofi et al.(2020)	The effects of customer relationship management dimension on hotel customer's	The findings revealed a significant and positive relationship between CRM dimensions i.e.,	The study adopted systematic random sampling and exploratory factor and regression analysis to analyse data. Secondly, the	Methodological & Contextual gap

	satisfaction in Kashmir, India	managing knowledge, customer orientation and CRM organization on customer retention.	study focused on hotel sector. Hence this study seeks to address the knowledge gap in methodology and context difference.	
Nyongesa (2018)	The influence of relationship marketing, social performance on customer retention by microfinance institutions in Kenya,	The study results revealed that relationship marketing characterized by communication and shared values play an important role in retaining customers. Further, the study found that technology adoption was insignificant predictor of customer retention	The study found that technology adoption was insignificant to customer retention which is inconsistent with the findings of other scholars. Therefore, this study sought to clarify the conflicting findings.	Empirical gap
Kartikawati et al.(2020)	To determine and explain the simultaneous and partial effect of customer incentive, trust and complaint handling on customer retention at the BMT Amanah Ummah in Indonesia	The study found that customer incentive, trust and customer complaint handling have a positive and a significant effect on customer retention in BMT Amanah Ummah in Kartusura, Indonesia	The study used multiple linear regression, F-test-test and coefficient of determination to analyse the data. Therefore, this study identified knowledge gaps in methodology and the context on which the study was conducted hence motivating the current study in pursuit to fill the gaps	Methodological & Contextual gaps

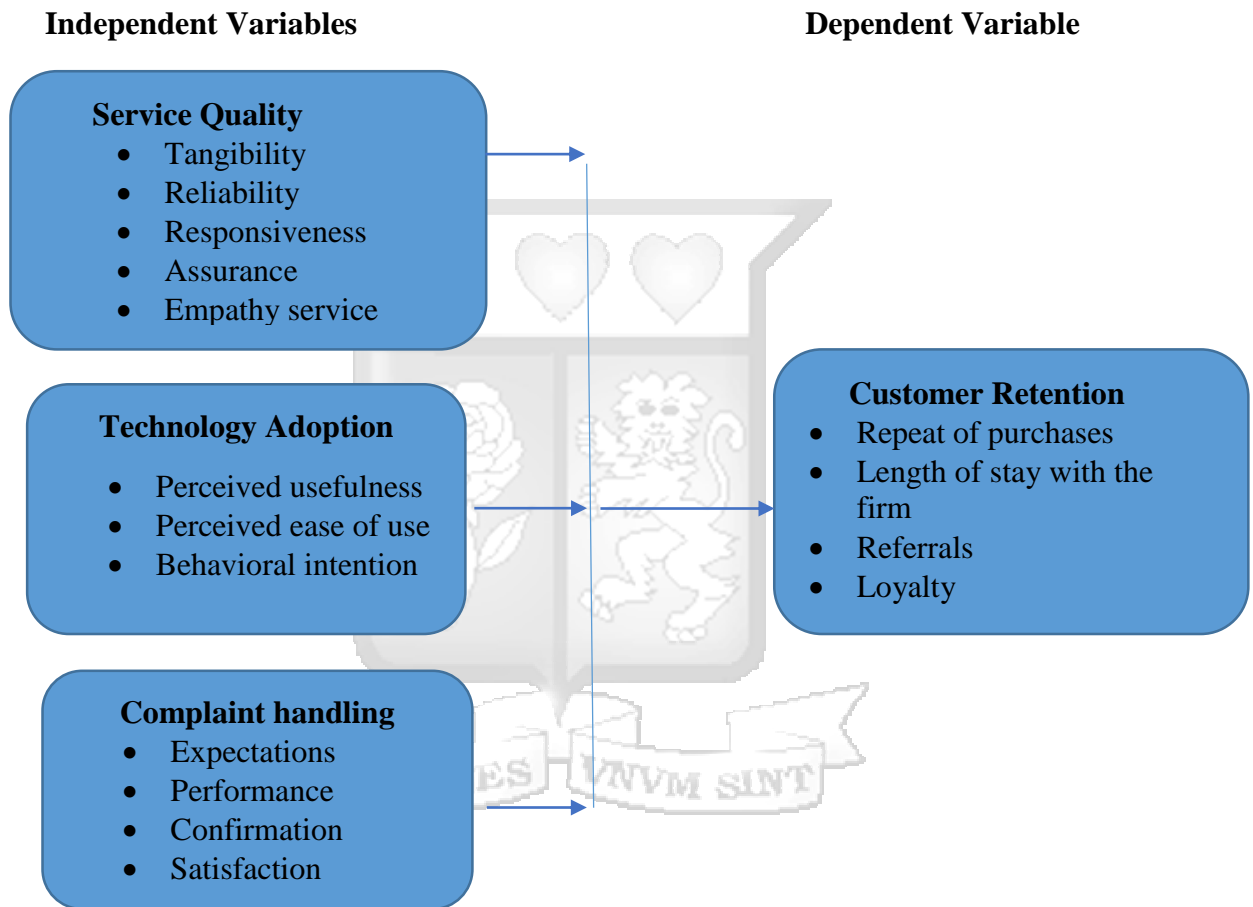
Adzhigalieva et al. (2022)	The influence of complaint handling and service recovery on customer satisfaction, customer loyalty and customer retention.	The study found that among the three variables, customer satisfaction was significantly influenced by complaint handling and service recovery. The research also indicated that customer loyalty and customer retention indirectly correlated with service delivery and complaint handling.	The study adopted systematic literature review for data analysis while the current study used other methodological analysis i.e., descriptive and inferential statistics to analyse the data.	Methodological & Contextual gap.
Salim et al.(2018)	To examine the effect of customer complaints handling and the quality of bank services on customer loyalty in public sector in Jakarta Indonesia	The study revealed that customer complaint handling has a positive effect on customer satisfaction however, the handling of customers complaint had no significant effect to customer loyalty	The research revealed that customer complaint handling has no significant effect on customer retention in banking sector in Indonesia, therefore this study sought to address the conflicting findings in exhibition industry.	Empirical and contextual gaps

Source: Researcher 2023

## 2.5. Conceptual Framework

This study focused on practices of customer relationship management i.e., service quality, technology adoption and customer complaint handling as the independent variables and customer retention as the dependent variable. The relationship between the variables in the study are shown in the conceptual framework below;

**Figure 2.4 Conceptual Framework**



**Source: researcher, 2023**

The conceptual framework above identifies a common conceptualized link between service quality, technology adoption and complaint handling using SERVQUAL multi-dimensional instrument which is based on set of five dimensions tangibility, reliability, responsiveness, assurance to measure gap between customer's expectation and perception of the actual service received. Customer retention is conceptualized based on constructs depicted in Expectancy Disconfirmation Theory. Therefore, a clear

connection between the adopted model and theory and the conceptual framework is established.

## 2.5. Operationalization of Variables

This study sought to establish the effect of customer relationship management practices on customer retention in the exhibition industry. Service quality, technology adoption and complaint handling are the independent variables while customer retention is dependent variable.

**Table 2.2 Summary of Operationalization of Variables**

Type of Variable	Variable	Constructs	Data collection tool	Data analysis	Supporting Literature
Independent variables	Service Quality	<ul style="list-style-type: none"> <li>• Tangibility</li> <li>• Reliability</li> <li>• Responsiveness</li> <li>• Assurance</li> <li>• Empathy service</li> </ul>	Structured questionnaire 5-point Likert scale	Descriptive and inferential analysis	(Deqing, 2014), (Muriuki, 2018), Al-Qeed et al.(2017)
	Technology adoption	<ul style="list-style-type: none"> <li>• Perceived usefulness</li> <li>• Perceived ease of use</li> <li>• Behavioral intention</li> </ul>	Structured questionnaire 5-point Likert scale	Descriptive and inferential analysis	Bhatt (2020) (Gacheri, 2018), Nyongesa (2018)
	Complaint Handling	<ul style="list-style-type: none"> <li>• Expectations</li> <li>• Performance</li> <li>• Disconfirmation</li> <li>• Satisfaction</li> </ul>	Structured questionnaire 5-point Likert scale	Descriptive and inferential analysis	Kartikawati et al.(2020) (Baharum & Jaafar, 2015).
Customer retention	Dependent variable	<ul style="list-style-type: none"> <li>• Repeat of purchases</li> <li>• Length of stay with the firm</li> <li>• Referrals</li> <li>• Loyalty</li> </ul>	Structured questionnaire 5-point Likert scale	Descriptive and inferential analysis	(Njoki, 2016), Adzhigaliev et al. (2022)

Source: Researcher, 2023

## 2.6. Chapter Summary

This chapter focused on reviewing relevant literature related to the study. It is divided into two sections i.e., section one reviewed the theoretical literature while the second section covers a comprehensive review of empirical literature which guides the development of conceptual framework. The review of empirical literature indicates gaps that the study sought to address. The empirical review reports conflicting findings and contextual gaps. Therefore, this study intended to address the gaps by assessing the effect of CRM practices on customer retention in exhibition industry in Nairobi County.



## CHAPTER THREE

### RESEARCH METHODOLOGY

#### 3.1 Introduction

This chapter outlines the methods and procedures that were adopted in conducting the study in order to address the research objectives and questions raised in chapter one. This chapter outlines research philosophy, research design adopted, the study population, data collection process and research quality. The chapter further presents the data analysis method as well explain how ethical issue was addressed.

#### 3.2 Research Philosophy

Research philosophy is a framework that guide how research data of a particular research should be collected, analysed and applied based on ideas about reality and nature of knowledge (Assumptions & Frameworks sage, 2020). It is a philosophy that represent a fundamental way in which the researcher view or make sense of the world around him/her. Research tends to be guided by different philosophies that range from positivism, Interpretivism, realism, pragmatism and constructivism.

According to Achparaki et al.(2012), positivism focuses on scientific testing of hypothesis and finding mathematical proof from statistical analysis. Therefore, positivists tend to produce objective, precise and quantitative data. Interpretivism focuses on exploring the complexities of social phenomena by achieving an emphatic understanding of a study subjects view of the world (Chowdhury, 2014). Pragmatism is a research Philosophy approach that is based on epistemology that there is a diverse way of understanding the world because there are multiple realities (Saunders et al., 2012). On the other hand, Realism research philosophy focuses on the idea of independence of reality from researchers' mind. It relies on the assumption of a scientific approach to establish knowledge (Saunders et al., 2007). Lastly, Constructivism philosophical paradigm is an approach that states that people gain understanding and knowledge of the world through experiencing things and reflecting on those experiences (Honebein, 1996).

In view of the type of research under study, the research adopted a positivism research philosophy because the research aimed to establish relationship between the independent (Service quality, technology adoption, complaint handling) and dependent variable (Customer retention) in order to generalize the finding facts to the rest of the population.

### **3.3 Research Design**

The study adopted descriptive cross-sectional research design to examine the relationship between the variables. Cooper (2006) defines descriptive studies as investigations which intends to describe the phenomena under investigation by establishing the characteristics related to the study population. According to Narayan (2017) and Likelihood (2014) descriptive research involves gathering data that describes activities then organizes, tabulates and describe the data collection.

Descriptive studies are imperative when the research aims to establish the level of relationship between or among the variables under investigation. Hence, descriptive design was selected because the study intended to describe relationship among different variables namely; service quality, technology adoption, complaint handling and customer retention. This research was cross-sectional because the data was collected once from many respondents on different variables at a single point in time over a short period of time(Zikmund et al., 2009). Descriptive cross-sectional design has been used in other studies such as (Sifuna, 2014) & (Kamau, 2019).

### **3.4 Target Population**

Cooper et al.(2006) defines population as the total number collection of elements, people, events, group of things that are under investigation. This study focused on exhibition because it is an industry that is growing exponentially and due to its competitiveness, customer retention has been a key component to growth of every exhibition organizer positioning this industry as the most appropriate for this study.

Nairobi City is home to thousands of businesses and regional head office to many organizations. The city serves as the main business hub for East and Central Africa. It attracts an array of exhibitors and visitors across the globe. It is a preferred choice for

exhibition functions due to its proximity to standard infrastructure, accommodation and exhibition facilities. Currently, exhibition industry has no regulatory body or a local association body which could shed light on the exact number of associate members in Nairobi and in Kenya at large for purpose of conducting this research. However, according to Nairobi County (2019) report, there are 52 exhibition organizers permitted to operate within Nairobi. Therefore, the target population for this study was drawn from the 52 companies organizing exhibitions within Nairobi City. Due to the small population size, the study targeted the entire 52 companies hence, no sampling was required.

The study took place in Nairobi County and more specifically at the offices of exhibition companies. From the unit of analysis, the study identified the unit of observation who were the marketing managers or directors since they were deemed to possess the prerequisite knowledge on customer relationship management practices, they employ to retain customers in their respective organizations.

**Table 3.1 Target Population Framework**

<b>Category</b>	<b>No. of Exhibition Companies</b>	<b>Population</b>
Directors or Marketing Managers	52	52
<b>Total population</b>		<b>52</b>

Source: Researcher, 2023

### **3.5 Data Collection Methods and Procedure**

Data collection is the process of gathering and measuring information in systematic manner in order to answer the research questions (Clarke, 2014). Even though there are two sources of data collection i.e., primary and secondary data collection, this study focused on primary data, first-hand information from the managers or directors of exhibitions firms within Nairobi City County. Ajayi (2017) defines primary data as first-hand information that are gathered by the researcher that are specific to the study needs. This study adopted structured closed ended questionnaire with 5 Likert scales to collect the primary data. The structured closed ended questionnaire enabled the researcher to increase the consistency and understand the view of elements under study across the respondents as well as restrict the respondents within a given parameters for

ease of analysing the data. Before administering the data collection tool, the respondents were assured of total confidentiality and anonymity regarding their feedback. The questionnaires were self-administered using “drop and pick up later” technique to give ample time, accuracy and enhance high response rate. The questionnaire enabled the researcher to cover a wide area of study and to avoid interview biasness. A similar study conducted by Waithaka (2021) used primary data and structured closed ended questionnaire to collect the data while studying the effects of brand management on performance of star rated hotels in Nairobi County.

Development of the questionnaire instrument was informed by the conceptualization of the variables and the review of previous empirical literature. The structured questionnaire was divided into three main sections A, B and C. Section A covered demographic information, section B covered independent variables i.e., service quality, technology adoption and complaint handling details while Section C focused on the dependent variable i.e., customer retention details.

### **3.6 Research Quality**

Data quality is a measure of how fit the data is able to serve its intended specific purpose by assessing parameters such as accuracy, consistency, completeness, validity, reliability, uniqueness and timeliness (Cichy & Rass, 2019). The questionnaires were subjected to a pilot test exercise to ensure that they were reliable before administering to intended respondents. Piloting was conducted with 10% (n=5) of the respondents in order to determine if the questions captured were relevant and appropriate for data collection. The responses were used to make some adjustments on questionnaire allowing the reliability and validity test of the instrument to be ascertained. The respondents who participated in piloting were not included in the main research to avoid biased response.

#### **3.6.1 Reliability Test for Research Instrument**

Reliability test refers to the extent to which measurement scores are consistent producing same results when subjected to different conditions of testing (Livingston, 2018). In the spirit of ascertaining the internal consistency and the quality of the data

collection instrument, this study used Cronbach's Alpha coefficient test to examine if multiple Likert scale questions produce reliable scores.

The following figure scale was adopted when interpreting the results;

**Table 3.2 Cronbach's Alpha interpretation.**

<b>Cronbach's alpha</b>	<b>Internal Consistency</b>
$\alpha \geq 0.9$	Excellent
$0.9 > \alpha \geq 0.8$	Good
$0.8 > \alpha \geq 0.6$	Acceptable
$0.7 > \alpha \geq 0.6$	Questionable
$0.6 > \alpha \geq 0.5$	Poor
$0.5 > \alpha$	Unacceptable

Source: (Medico Research Chronicles, 2017)

The value of Cronbach's Alpha ( $\alpha$ ), test is expressed as a number between 0 to 1 meaning a value of 1 indicates high level of internal consistency in measurement while 0 indicates that there is no consistency in measurement. Usually, the acceptable range is between 0.7 to 0.9. (Adeniran & Sidiq, 2018). Therefore, the higher the value the more reliable the measures are and vice versa. A reliability test was conducted using a pilot test with 5 Marketing Managers and Directors to determine the internal consistency of the questionnaire. Table 3.3 below presents the results. Service quality indicated a Cronbach alpha value of 0.785, while Technology adoption showed a value of 0.823 while Complaint handling and customers retention had a value of 0.793 and 0.859 respectively. This is an indication that the questionnaire was reliable.

**Table 3.3: Reliability test**

<b>Variable</b>	<b>N</b>	<b>Number of items</b>	<b>Reliability coefficient</b>
Service quality	5	10	0.785
Technology adoption	5	7	0.823
Complaint handling	5	6	0.793
Customer retention	5	7	0.859

Source: Research Data, 2023

### 3.6.2 Validity Test for Research Instrument

Validity is the level to which the scores from a measure represents the constructs that are intended to measure (Basavanna, 2015). The instruments validity informs whether the issues under study are meaningful and accurate. The validity test process was conducted by assessing the appropriateness, length and free of errors. Further, the study subjected the questionnaire to an expert review as well as relied on supervisor's recommendation and judgement. The intention of the validity is to examine and evaluate if the contents in questionnaire reflects the constructs being measured.

### 3.7 Data analysis Methods

After data collection, the researcher counterchecked for completeness and consistency. The data was then sorted edited and coded using the Statistical Programme for Social Sciences (SPSS version 28). The process implies the editing, coding, classification and tabulation of raw data collected so that they are fit for analysis (Kathori,2019). Descriptive analysis summarizes and describes a set of data on variables of the study (Nyongesa, 2018). The study utilized quantitative approach using descriptive analysis approach to explain the analysed data i.e., average scores, standard deviation, tabulations and presented using graphs, pie-charts and tables and inferential analysis to analyse and present using regression and correlation analysis to establish the relationship between the studied variables. The significance of the variables was tested at a confidence of 95%. The regression equation used is as follows:

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

Where;

Y = Dependent variable (customer retention)

$\beta_0$  = the intercept

$\beta_{1-3}$  = Coefficient of independent variables

$X_1$  = Service quality

$X_2$  = Technology adoption

$X_3$  = Complaint handling

$\varepsilon$  = Error term

### **3.8 Test for Statistical Assumptions**

Prior to performing descriptive and inferential analyses, statistical assumptions were performed to test linearity, normality and multicollinearity to determine the suitability of the data. The results adopted are presented in chapter four of the study.

#### **3.8.1 Test for Linearity.**

Linear regression explains the association between the independent and dependent variable using a straight line along the scatter plots, how one variable(x)affects another variable(y) using formular;  $Y = a + b(x)$  where Y is the dependent variable, “x” is the independent variable, “a” is the y-intercept, “b” is slope. The expected value of dependent variable is a straight-line function against each independent variable (Nau, 2014). Therefore, the study applied this test to determine the association of the variables data.

#### **3.8.2 Test for Normality**

Normality test was adopted to determine whether the sample data is picked from normally distributed population (Withaka,2021). The test for normality is necessary when the study intends to perform simple and multiple regression analysis (Nyongesa, 2018). Consequently, this study applied Shapiro-Wilk test since its appropriate for sample size less than 50 respondents. The rule of thumb in this test is that null hypothesis indicates that data is picked from normal distributed population if  $P > 0.05$  then the null hypothesis is accepted and therefore fit for linear regression (Waithaka, 2021).

#### **3.8.3 Test for Multicollinearity**

Multicollinearity occurs when two or more independent variables have a linear relationship between (Douglas et al, 2006). A variance inflation factor (VIF) was used to measure the severity of multicollinearity in regression analysis. If the VIF value lies between 1 and 10 multi-collinearity does not exist. Otherwise, multicollinearity exists. Additionally, smaller values of tolerance denote higher levels of multicollinearity. Hence if the tolerance value is lower than 0.1, this is an indication that there is a

significant multicollinearity that needs to be corrected. Else, multicollinearity does not exist.

### **3.9 Ethical Considerations**

The research ensured that ethical guidelines are implemented appropriately in the entire research process. Foremost, the researcher sought for relevant approvals from Strathmore University Ethical Review Committee. Further, the researcher sought for permit from the National Commission of Science, Technology and Innovation (NACOSTI). The approvals and permit were presented to the participants for researchers' identification and ascertain the purpose of the study. The researcher assured the respondents that the data collected was solely used for academic purpose and not for any other reason(s). The researcher informed the participants that the research was focused on solving a problem in Customer Relationship Management in exhibition space and therefore it was essential for participants in exhibition industry to take part.

Further, the researcher assured the participating companies and respondents that confidentiality and anonymity of their company names and data shall be upheld with utmost confidentiality to ensure that there is no unauthorised access of the information.

### **3.10 Chapter Summary**

This chapter presents the research philosophy adopted in this study, the discussion on the type of research design, the target population and procedure of data collection. Further, this chapter outlines the process of research quality and how it was enhanced through reliability and validity test. Additionally, this chapter presents information on statistical assumptions test namely; linearity regression test, normality test and multicollinearity test and lastly the ethical consideration adhered to during data collection.

## CHAPTER FOUR

### PRESENTATION OF RESEARCH FINDINGS

#### 4.1 Introduction

This chapter is fundamental to the study as it presents the research findings based on analysis of data collected from different exhibition firms. This chapter outlines both descriptive and inferential analysis and the findings are presented using tables, bar graphs, and charts.

#### 4.2 Response Rate

The researcher sought to collect data from 52 participants working in exhibition companies within Nairobi County. In order to give respondents sufficient time and increase the response rate, the “drop and pick later” approach was used to gather the data. 43 questionnaires were returned duly filled while 2 questionnaires were incomplete, and the others (n=2) were not returned. The response rate was 91.5%. A survey's response rate of 60% or higher, as per Baruch and Holtom (2008), is deemed sufficient for data analysis and reporting. The response rate was high because the respondents were prior informed of the importance of the study particularly to their institutions, also the respondents were given sufficient time to fill in the questions.

**Table 4.1: Rate of Response**

<b>Response rate</b>	<b>Frequency</b>	<b>Percent</b>
Response	43	91.5%
Non-response	4	8.5%
<b>Total</b>	<b>47</b>	<b>100%</b>

Source: Research Data ,2023

#### 4.3 Background Information

This section details the demographic information of the study respondents. This includes the age, gender, work experience and education level of the respondents. The results of analysis are presented as follow;

### 4.3.1 Age of the respondents

This study aimed to comprehend the respondents' age distribution. 39.5% (n = 17) and 34.8% (n = 15) of the respondents were between the ages of 31 and 40 and 41 and 50, respectively. Of the respondents, 18.6% (n = 8) were between 20 and 30 years old, whereas 6.9% (n = 3) were above 51. The results are presented in table 4.2 below.

**Table 4.2: Age of the respondents**

Age of the respondents	Frequency	Percent
20-30 years	8	18.6%
31-40 years	17	39.5%
41-50 years	15	34.8%
Above 51 years	3	6.9%
<b>Total</b>	<b>43</b>	<b>100%</b>

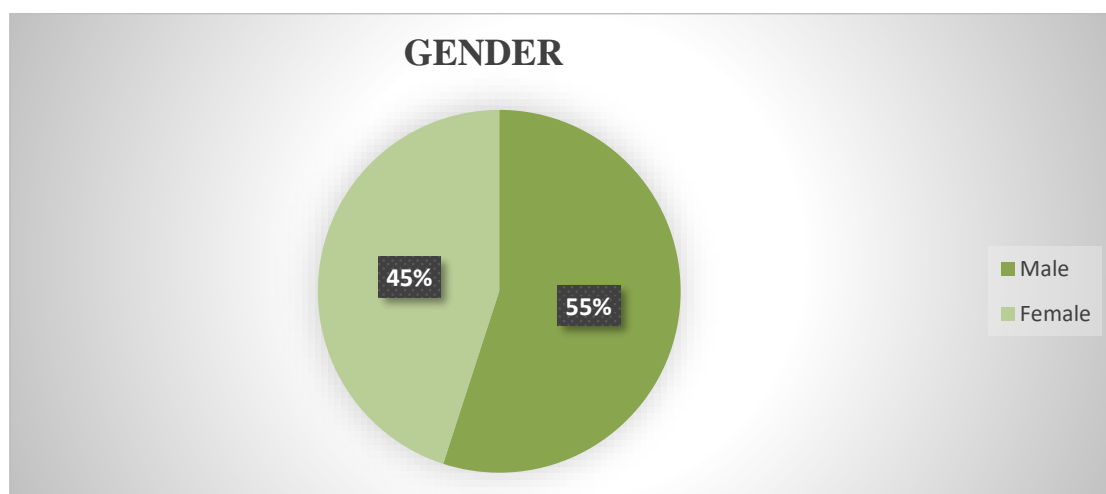
Source: Research Data (2023)

The results indicated that most of the respondents were of ages between 31 and 50. Meaning that exhibition firms had most of their managers/directors within the active and productive age who can actively implement and interpret the customer relationship management practices to retain customers.

### 4.3.2 Gender of the respondents

The research also sought to establish the gender of the respondents. 45% (n = 19) of the respondents were female while 55% (n = 24) were male. The gender results imply that male gender seem to have slightly dominated the senior level management of the exhibition companies but with insignificant disparity in the distribution. The results are presented in the chart below;

**Figure 4.1: Gender of the Respondents**



Source: Research Data,2023

### 4.3.3 Educational Background of the Respondents

Further analysis indicated that 46.5% (n =20) of the respondents had achieved a university degree while 18.6% (n = 8) had a diploma and 4.7% (n = 2) had a certificate. Only 30.2% (n = 13) respondents had masters and no respondent had a PhD. Given the high education qualifications especially the respondents with a bachelor’s degree and above which represents 76.7%, of the total respondents, the researcher concluded that the responses came from knowledgeable sources and were therefore unlikely to be false or biased.

**Table 4.3: Educational level of the Respondents**

Highest level of education attained	Frequency	Percent
Certificate	2	4.7%
Diploma	8	18.6%
Graduate	20	46.5%
Master	13	30.2%
<b>Total</b>	<b>43</b>	<b>100%</b>

Source: Research Data (2023)

#### 4.3.4 Work Experience of the Respondents

Lastly, analysis indicated that 36.5% (n =16) of the respondents had worked in the company for 3 to 6 years while 26.9% (n = 11) had worked for 7 to 9 years and 23.1% (n = 10) had worked for less than 2 years. About 13.5% (n = 6) of the respondents had worked in the exhibition company for over 10 years. Considering that 76.5% of the respondents had worked for over three years in the exhibition organizations, the research concluded that the respondents possessed the prerequisite knowledge and experience of CRM practices in their respective institutions and therefore deemed fit for the study.

**Figure 4.2: Work Experience of the Respondents**



#### 4.4 Customer Relationship Management Practices

##### 4.4.1 Service Quality and Customer Retention

This study sought to establish how different measures of service quality influence customers retention in an organization. Using a 5-point Likert scale, where (1=strongly disagree, 2=disagree, 3=neutral, 4=agree, and 5=strongly agree) the respondents were asked to express their level of agreement.

**Table 4.4: Service Quality indicators**

<b>Service quality</b>	<b>Mean</b>	<b>Std.</b>
<b>Tangibles</b>		
The company has appealing physical facilities and infrastructure that attracts customers	3.83	0.346
The organization hosts exhibition events in a convenient and strategic venues	3.91	0.834
<b>Reliability</b>		
The organization deliver quality services promptly to customers.	3.84	0.852
The staff portray sincere interest in addressing customers concerns.	3.65	1.108
<b>Responsiveness</b>		
The staff respond to inquiries and concerns on time.	3.85	0.376
The employees are always on standby and genuinely interested to resolve complaints.	3.77	0.599
<b>Assurance</b>		
Customers' information is kept with utmost confidentiality.	3.62	0.768
The staff have skills and knowledge on how to plan exhibition events.	3.74	0.823
<b>Empathy</b>		
The employee handles customers with interest at heart.	3.75	0.885
The staff understands specific needs for each client.	3.98	0.923

<b>Overall Mean Score</b>	<b>3.79</b>	<b>0.7514</b>
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Source: Research Data (2023)

The results indicated overall mean score of 3.79 and standard deviation of .07514. This indicates strong agreement by the respondents on the attributes describing the level of service quality customers have towards their services. Majority of the respondents agreed that the company had appealing physical facilities and infrastructure that attracts customers (m=3.83, s.d=0.346), the respondents also agreed that organization hosts exhibition events in a convenient and strategic venues (m=3.91, s. d=0.834). They also agreed that the organization deliver quality services promptly to customers (m=3.84, s.d=0.852) and that the staff portray sincere interest in addressing customers' concerns (m=3.65, s.d=1.108). Furthermore, the respondents agreed that the staff respond to inquiries and concerns on time (m=3.85, s.d=0.376) that the employees are always on standby and genuinely interested to resolve complaints (m=3.77, s.d=0.599), that customers' information is kept with utmost confidentiality (m=3.62, s.d=0.768) and that the staff have skills and knowledge on how to plan exhibition events (m=3.74, s.d=0.823). Lastly, the respondents agreed that the employee handles customers with interest at heart (m=3.75, s.d=0.885) and that the staff understands specific needs for each client (m=3.98, s.d=0.923). Service quality is a paramount aspect that organizations must consider when intending to retain its customers (Deqing, 2014).

#### 4.4.2 Technology Adoption and Customer Retention

The study also sought to establish how different measures of technology adoption impact customers retention in an organization. Using a 5-point Likert scale (1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, and 5 = strongly disagree), the respondents were asked to rate how much they agreed with the statement.

**Table 4.5: Technology Adoption indicators**

<b>Technology Adoption</b>	<b>Mean</b>	<b>Std.</b>
The employees are certain of the benefits gained by adopting new technology introduced in the organization	3.74	0.590

Online engagement with the customers is easy and friendly to use.	3.56	0.862
Using new technology provides advantage in engaging clients compared to those who do not use it.	3.68	0.612
New technology allows me to execute my work more efficiently	3.48	0.864
I am always eager to use the new technology considering the benefits that comes with it	3.54	0.987
The staff are confident on use of new technology	3.97	0.841
Our company is likely to adopt advanced technology if other organization are using it.	3.55	0.768
<b>Overall Mean Score</b>	<b>3.64</b>	<b>0.7891</b>

Source: Research Data (2023)

The results depicted an overall mean score of 3.64 and standard deviation of 0.789. Analysis revealed a strong acceptance by the respondents that the statements describing that the technology adoption has influenced customer retention in their respective companies. The respondents agreed that the employees are certain of the benefits gained by adopting new technology introduced in the organization (m=3.74, s.d=0.590), that online engagement with the customers is easy and friendly to use (m=3.56, s.d=0.862) and that using new technology provides advantage in engaging clients compared to those who do not use it (m=3.68, s.d=0.612). They also agreed that new technology allows them to execute their work more efficiently (m=3.48, s.d=0.864), that they are always eager to use the new technology considering the benefits that comes with it (m=3.54, s.d=0.987), the respondents further agreed that the staff are confident on use of new technology (m=3.97, s.d=0.841) and that their company is likely to adopt advanced technology if other organization are using it (m=3.55, s.d=0.768). Bhatt (2020) opines as far as customer relationship management is concerned, technology adoption plays a role in customer retention.

#### 4.4.3 Complaint Handling and Customer Retention

Furthermore, the study sought to establish how different measures of Complaint Handling impact customers retention in an organization. Using a 5-point Likert scale (1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, and 5 = strongly disagree), the respondents were asked to rate how much they agreed with the statement.

**Table 4.6: Complaint Handling indicators**

<b>Complaint Handling</b>	<b>Mean</b>	<b>Std.</b>
The staff gives prompt response to all customer complaints.	3.83	0.543
The resolves all customers concerns and complaints swiftly.	3.82	0.389
The organization's services usually meet customers expectation based on complaints handled and surveys done.	3.92	0.474
The organization's performance has improved based on complaints and concerns resolved.	3.91	0.488
Our customers' complaints have gradually reduced.	3.55	0.768
Most of our customers are satisfied based repeated participation in company's events.	3.98	0.411
<b>Overall Mean Scores</b>	<b>3.83</b>	<b>0.5122</b>

Source: Research Data (2023)

The findings in table 4.6 showed an overall mean score of 3.83 and standard deviation of 0.5122 implying that the respondents strongly agree that statements describing the complaint handling positively influence customer retention. The analysis indicated that most respondents agreed that the staff gives prompt response to all customer complaints (m=3.83, s.d=0.543), and that they resolve all customers concerns and complaints swiftly (m=3.82, s.d=0.389) they further agree that the organization's services usually meet customers expectation based on complaints handled and surveys done (m=3.92, s.d=0.474). The respondents also agreed that the organization's performance has improved based on complaints and concerns resolved (m=3.91, s.d=0.488), that their

customers' complaints have gradually reduced ( $m=3.55$ ,  $s.d=0.768$ ) and that most of their customers are satisfied based on repeated participation in company's events ( $m=3.98$ ,  $sd=0.411$ ). According to Adzhigalieva et al. (2022) customer satisfaction and retention is significantly influenced by handling customers' complaints. Ahmed et al.(2020) states that effective management of complaints handling is an imperative factor to encourage customers to register complaints whereas the speedy system to resolve complaints in a professional way provides primary satisfaction and retention to exhibitors and all stakeholders.

#### 4.4.5 Customer Retention

Lastly, the study sought to understand different customer retention practices the company had adopted. Using a 5-point Likert scale, where 1 denotes strong disagreement, 2 disagreement, 3 indifference, 4 agreement, and 5 strongly agreement, the respondents were asked to express their level of agreement.

**Table 4.7: Customer Retention indicators**

<b>Customer Retention</b>	<b>Mean</b>	<b>Std.</b>
The organization charges reasonable exhibition and service fee.	4.00	0.611
The company has received increasing number of customers through word of mouth(referrals).	4.08	0.267
The organization has secured a significant number of customers participating repeatedly in organization's events.	3.31	0.751
The customers turnover has reduced over the last 5 years.	3.38	0.768
The organization is doing all that is required to retain customers.	3.62	0.768
Majority of the customers have showcased their products and services over the last 5 years.	3.85	0.376

The staff have sufficient knowledge on customer relationship management to serve, engage and guide customers.	3.86	0.754
<b>Average</b>	<b>3.72</b>	<b>0.6136</b>

Source: Research Data (2023)

The results in table 4.7 indicates that overall mean score of 3.72 and standard deviation of 0.6136 implying that a strong agreement with the attributes describing the customer retention in the exhibition firms. The respondents strongly agreed that the organization charges reasonable exhibition and service fee (m=4.00, s.d=0.611) and that the company has received increasing number of customers through word of mouth(referrals) (m=4.08, s.d=0.267). They also agreed that a significant number of customers participate repeatedly in organization's events (m=3.31, s.d=0.751), that the customers turnover has reduced over the last 5 years (m=3.38, s.d=0.768). Furthermore, the respondents agreed that the organization is doing all that is required to retain customers (m=3.62, s.d=0.768). They also agreed that the majority of the customers have showcased their products and services over the last 5 years (m=3.85, s.d=0.376) and that the staff have sufficient knowledge on customer relationship management to serve, engage and guide customers (m=3.86, s.d=0.754). The results implied that the institutions implement all the requirements in order to achieve customer retention. Nasir (2017) view customer retention as activities and actions that companies must undertake to reduce the number of customer defections by focusing on key areas such as service quality, audience quality, and handling customer complaints.

#### **4.5 Inferential Statistics**

Using inferential statistics, researcher can draw conclusions (predictions) from data. The results are extrapolated to the population when inferential statistics are used.

##### **4.5.1 Linearity Test**

In correlation and linear regression analysis, a linearity test is necessary. One assumption to carry out this analysis is that there should be a linear relationship between the variables. Based on the output on table 4.8 below, the deviation from linearity values were  $0.896 > 0.05$  which indicates that there is a linear relationship between customer

retention and customer relationship management and therefore the data was considered fit for the study.

**Table 4.8: Linearity Test**

			Sum of Squares	df	Mean Square	F	Sig.
CR*	Between	(Combined)	7.656	4	1.914	.559	.694
CRM	Groups	Linearity	5.597	1	5.597	1.633	.209
		Deviation from Linearity	2.059	3	.686	.200	.896
	Within Groups		130.205	38	3.426		
	Total		137.860	42			

Source: Research Data,2023

**4.5.2 Normality Test**

The data's normal distribution was checked using the Shapiro-Wilk test. The results of this test, which are shown in Table 4.9 below, imply that the data was normally distributed because all the variables' significant values were higher than 0.05.

**Table 4.9: Normality Test**

	Shapiro-Wilk		
	Statistic	df	Sig.
Service Quality	.936	42	.510
Technology Adoption	.881	42	.134
Complaint Handling	.936	42	.510
Customer Retention	.875	42	.114

Source: Research Data:2023

### 4.5.3 Multicollinearity

To ascertain whether two or more of the predictor variables were inter-correlated, multicollinearity analysis was carried out. The tolerance value acceptable should not be less than 0.1 and VIF value should not be above 10 (Pallant, 2004). According to table 4.10 below, the tolerance levels are over 0.2 and the VIF values range from 1 to 10. These findings suggest that there is no violation of multicollinearity assumption.

**Table 4.10: Multicollinearity Test**

Model	Collinearity Statistics	
	Tolerance	VIF
Service Quality	0.632	1.735
Technology Adoption	0.592	1.832
Complaint Handling	0.732	1.798
Customer Retention	0.428	2.657

Source: Research Data,2023

### 4.6 Correlation Analysis

Prior to conducting regression analysis, it was imperative to establish whether there were significant association between the study variables that is service quality, technology adoption, complaint handling and customer retention. Pearson correlation analysis was adopted to analysis the extent of association by assessing the both the direction and strength. The results are presented in table 4.11 below.

**Table 4.11: Pearson Correlation**

		Service Quality	Technology Adoption	Complaint Handling	Customer Retention
Service Quality	Pearson Correlation	1	.516	.543	.911
	Sig. (2-tailed)		.127	.120	.031
	N	43	43	43	43
Technology Adoption	Pearson Correlation	.516	1	.616	.887
	Sig. (2-tailed)	.127		.077	.010
	N	43	43	43	43
Complaint Handling	Pearson Correlation	.543	.616	1	.611
	Sig. (2-tailed)	.120	.077		.047
	N	43	43	43	43
Customer Retention	Pearson Correlation	.911	.887	.611	1
	Sig. (2-tailed)	.031	.010	.047	
	N	43	43	43	43

Source: Research Data,2023

The study revealed a strong positive and significant relationship between Service quality and customer retention ( $r = 0.911$ ,  $p < 0.031$ ). This indicated that the better the quality of service is, the more customers an organization will retain. Additionally, the study found a strong positive and significant relationship between technology adoption and Customer Retention ( $r = 0.887$ ,  $p < 0.010$ ). This indicated that adopting modern technologies results to a higher customer retention.

Lastly, the study found a strong positive and significant relationship between complaint handling and customer retention ( $r = 0.611$ ,  $p < 0.047$ ). This indicated that adopting better complaint handling policies results to increased customer. The results imply that the service quality is a critical determinant of customer retention, followed by technology adoption and lastly complaint handling was moderately crucial in determining the customer retention.

#### 4.6 Multiple Regression Analysis

Table 4.12 below is the summary model of regression analysis was computed to examine whether the dependent variable (customer retention) can be predicted based on the predictor variables- service quality, technology adoption and complaint handling. Table 4.12 indicated an R Square value of 0.507, implying that only 50.7% of the variations in the customer retention could be explained by service quality, technology adoption and complaint handling. This means that there are other variables not factored in this study which contributes to 49.3% of customer retention in exhibition industry in Nairobi County. Therefore, further research should be carried out to determine the 49.3% that has not been explained in this study.

**Table 4.12: Model Summary**

##### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.712	.507	.468	.622

Analysis of variance results indicate that the overall regression model has a favourable influence on the study. Given that  $p=0.000$  which is less than 0.05 threshold imply that there is a significant relationship between service quality, technology adoption, complaint handling.

**Table 4.13: ANOVA results**

##### ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11.016	3	3.672	2.888	.000
	Residual	49.589	39	1.272		
	Total	60.605	42			

Source: Research Data,2023

### **Service Quality and customer retention**

Analysis of individual predictor variable indicated that the relationship between customer retention and service quality was statistically significant since the p-value of 0.019 was less than the chosen significance level (0.05). This means a rise in unit in service quality while keeping every other variable constant, increases customer retention by 0.316. Therefore, the findings shows that service quality influences customer retention in an organization.

### **Technology adoption and customer retention**

The analysis found a statistically significant relationship between technology adoption and customer retention as the p-value of 0.023 was less than the chosen significance level (0.05). This means a unit increase in technology adoption while keeping every other variable constant, increases customer retention by 0.557. Therefore, technology adoption influences customer retention in the exhibition industry within Nairobi County.

### **Complaint handling and customer retention**

Lastly, there was a statistically significant relationship between complaint handling and customer retention as the p-value of 0.042 was less than the chosen significance level (0.05). This indicates that a rise in unit in complaint handling while keeping every other variable constant, increases customer retention by 0.216. Therefore, complaint handling also influence customer retention in an organization.

**Table 4.14: Individual predictor coefficients**

<b>Coefficients</b>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.131	0.52		0.253	.801
	Service Quality	0.316	0.131	0.331	2.419	.019
	Technology Adoption	0.557	0.106	0.576	5.236	.023
	Complaint Handling	0.216	0.175	0.193	1.235	.042

Below is the regression Model:

$$Y = 0.131 + 0.316X_1 + 0.557X_2 + 0.216X_3 + \varepsilon$$

Where: Y is Customer Retention

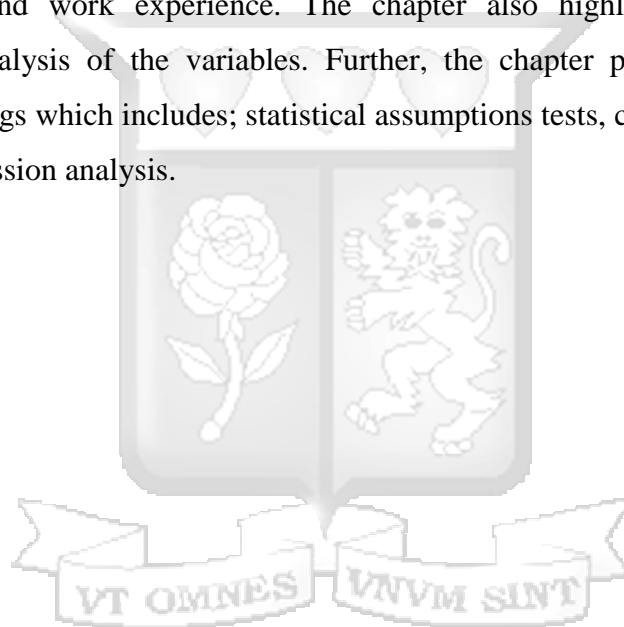
X1 – Service Quality

X2 – Technology Adoption

X3 – Complaint Handling

#### **4.7 Chapter Summary**

This chapter presents the results of respondents' profile e.g., the age, gender, education background and work experience. The chapter also highlights the findings of descriptive analysis of the variables. Further, the chapter presents the inferential analysis findings which includes; statistical assumptions tests, correlation analysis and multiple regression analysis.



## CHAPTER FIVE

### DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

#### 5.1 Introduction

This research sought to evaluate the influence of customer relationship management practices on customer retention in the exhibition industry within Nairobi City County. The primary research findings, the study's conclusion, and its recommendations are discussed in this chapter. Also, the chapter outlines the study limitations and suggests areas for further investigation.

#### 5.2 Discussion of Findings

This section presents the finding discussions of both descriptive and inferential results in connection with reviewed literature reviewed in chapter two and with reference to the specific study objectives. The specific objectives were; to examine the influence of service quality on customer retention in exhibition industry, to establish the influence of technology adoption on customer retention and lastly to assess the effect of customer complaints handling on customer retention in exhibition industry within Nairobi County.

##### 5.2.1. Service Quality and Customer Retention

The study findings revealed a strong positive and statistically significant relationship between service quality rendered and customer retention. The results implied that most of the exhibition firms had adopted service quality techniques to retain their customers. As indicated by the average mean scores, the participants agreed that to a larger extent, service quality activities such as use of standard infrastructure, convenient strategic venues, prompt customer service, excellent planning of event and understanding specific needs of customers positively and significantly influences customer retention. The study also found ( $r=0.911$ ,  $p<0.031$ ) level of significance under two tailed test to be relatively small indicating that the correlation was significant therefore the variables under investigations were linearly related and that service quality influence the customer retention in exhibition industry in Nairobi County.

These findings concur with a study conducted by Marete (2018) focusing on management perception of influence of service quality on customer satisfaction among commercial banks in Kenya; a case of Equity bank who found that service quality had a significant influence on customer satisfaction and retention. Also, the findings of this study are in agreement with the study conducted by Pride and Tatenda (2017) who found that service quality positively affects customer retention because the quality of service rendered has a direct relationship with customer satisfaction which in the end leads to customer retention. Finding of this study further concur with a study conducted by Al-Qeed et al.(2017) to assess the impact of customer relationship management on achieving service quality of banking sector in Jordan which revealed that there was a strong positive correlation between customer relationship management and service quality in banking sector in Jordan.

The findings of this study however disagree with the findings of study conducted by Long et al. (2013) on impact of CRM factors on customer satisfaction and loyalty, precisely focusing on critical practices of CRM i.e. quality service, interaction management, relationship development and employee behaviour in Malaysia. The study revealed that employee behaviour and relationship development are the most influential factors ruling out other factors i.e., quality service and interaction management

### **5.2.2. Technology adoption and Customer Retention**

The study also revealed a strong positive and statistically significant relationship between technology adoption and customer retention. The respondents agreed that their employees were certain of benefit from adopting advanced technology, providing platform for efficient and effective engagement. The respondents also showed that staff are eager to use the advanced technology and that they are also confident and likely to adopt the new technology if other companies are utilizing it. This is an indication that exhibition companies leverage on technology adoption to foster customer retention. The study also revealed that technology adoption is a significant predictor for customer retention.

The findings corroborate with previous study carried out by of Sofi et al., (2020) who conducted a research on the effects of CRM processes in hotel customer's satisfaction in India, who attested that technology adoption had significant effect on customer satisfaction and retention. Similarly, the findings correspond to the study carried out by Bhatt (2020) on impact of customer relationship management practices on customer retention with special reference to departmental stores in China with the variables under study being relationship management, technology adoption, quality service, knowledge management and employee behaviour, the study found that technology adoption, quality service, knowledge management and employee behaviour were significantly related to customer retention. Also, the findings of this study are in agreement with the findings of a study conducted by Richard et al.(2007) to examine customer relationship management technology adoption and its impact on business to business customer retention in New Zealand, which suggested that CRM technology adoption has a role to play in sustaining and maintaining business to business relationship.

Nonetheless, the finding of this study does not concur with a study carried out by Nyongesa (2018) in a study conducted to investigate the influence of relationship marketing, social performance on customer retention by microfinance institutions in Kenya which revealed that relationship marketing characterized by communication and shared values play an important role in retaining customers and that technology adoption was insignificant predictor of customer retention. However, the study noted that organizations should not ignore technology adoption in building successful customer relationship and retention.

### **5.2.3. Complaint Handling and Customer Retention**

Additionally, the study revealed that there was a strong positive and statistically significant relationship between complaint handling and customer retention which means complaint handling influences customer retention. The participants think that the staff gives prompt response to all customer complaints and resolve all customers concerns and complaints swiftly. The respondents also indicated that their organization's services usually meet customers expectation based on complaints handled and surveys done and that the organization's performance has improved based

on complaints and concerns resolved. They also showed that most of their customers are satisfied based on repeated participation in company's events.

These findings validate a study conducted by Wasfi et al.(2014) stating that complaint handling influences customer retention. Further, the research revealed that relationship of complaint handling with customer retention is influenced by consumers whose complains are effectively resolved. Therefore, complaints can make the company perform better. Similarly, the findings of this study are in agreement with the findings of an Indonesian research carried out by Kartikawati et al.(2020) to determine and explain the simultaneous and partial effect of customer incentive, trust and complaint handling on customer who found that customer incentive, trust and customer complaint handling have a positive and a significant effect on customer retention. However, the findings of this study diverge with the findings of a study carried out by Salim et al.(2018) to examine the effect of customer complaints handling and the quality of bank services on customer loyalty in public sector in Jakarta Indonesia. The study revealed that customer complaint handling had no significant effect to customer loyalty and retention.

### **5.3 Conclusion**

The primary objective of the study was to assess the effect of customer relationship management practices- service quality, technology adoption, complaint handling on customer retention. The study found strong positive and significant relationship between service quality and customer retention. Therefore, the study concludes that in today's extremely competitive business world, service quality and customer retention are two critical business aspects that exhibition companies need to focus on in order to stay competitive. Excellent service makes customer satisfied, which keeps them from switching to competitors.

Secondly, the study found that adopting new technology allows organization to stay on top of all customer data and interactions as evident by the strong correlation between technology adoption and customer retention. The results indicated that most of the exhibition firms had put in place technological mechanisms and measures that would enhance service delivery to their customers. This is crucial in building a relationship

with their customers which in turn creates customer retention. The study ascertains that through adoption of new technologies, exhibition companies have focused on improving relationship with customers in order to increase their service delivery so as to achieve customer retention.

Lastly, the study assessed the influence of customer complaint handling on customer retention in exhibition industry. Most of the firms showed that exhibition companies resolve customer complaints promptly to achieve retention. The research concludes that customer complaint management enables companies to concentrate on resolving consumer complaints, pinpointing areas for improvement, and creating better services. Even the best brands will occasionally get a bad customer review, however, how effectively the complaints are handled influences customer retention and therefore exhibition companies should never ignore resolving customer complaints.

The study concludes that the exhibition companies adopt CRM practices to a large extent. Specifically, the study indicates that the organizations adopted advanced quality service delivery, technology adoption and complaint handling to foster customer retention.

## **5.4 Recommendations**

### **5.4.1 Recommendation for managerial practice**

According to the study findings, managers in the exhibition industry should use CRM practices as a framework for formulating customer retention strategy. When solid relationships are established between customers and service providers, the customer retention rate may be greatly increased or improved. The exhibiting firms should regularly review and evaluate their CRM practices. This will be key in determining whether existing CRM processes are effective.

The organizations should also strive to provide quality service. This does not only boost sales but promote customer retention while saving on resources that could have been used for marketing. Clients are more inclined to transact with a business whose services they perceive as being of superior quality. Also, consumers have a greater likelihood to return to companies with exceptional customer service in the future. Organizations

should also adopt CRM technologies as they can sort, analyze, customize and prioritize activities so that no customer feels ignored. This increases customer interaction and boost customer experience which in turn promoting customer retention. Lastly, complaint handling will help the organizations gather valuable customer insight key in making improvements that lead to cost reduction, increased profitability and increased customer retention.

#### **5.4.2 Recommendation for policy**

The findings of this study should be used by the government and policy-makers to develop laws and regulations governing CRM procedures and client retention. The policy design will work as a set of recommendations to help Kenyan exhibition company management understand the regulations and processes to follow when choosing to implement CRM practices.

This work should be used by academics and researchers as the foundation for future research on CRM practices. By offering literature on client retention, the findings should help professionals extend their understanding on CRM practices.

#### **5.5 Limitations of the Study and Suggestions for future research**

The study responses were focused on marketing managers and directors and did not consider the views of customers on how customer relationship management practices influenced their stay with the respective companies which to some extent may limit the use of the study findings.

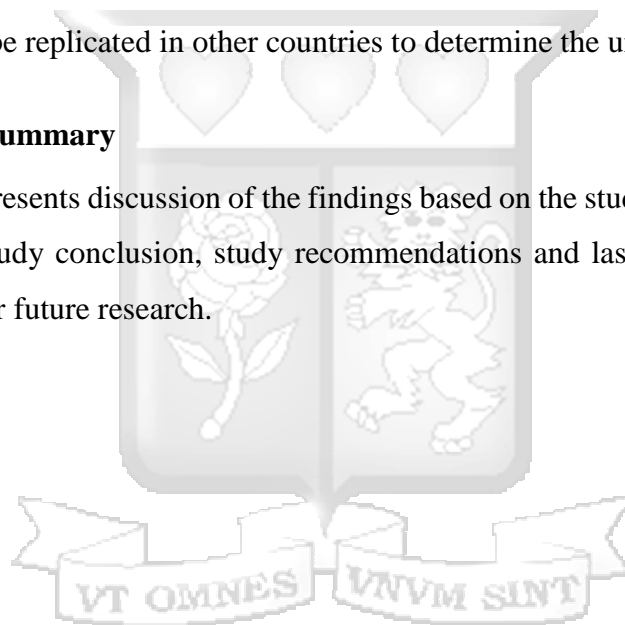
Secondly, since the respondents were senior level management, accessing them was a challenge in that most of them were so occupied while others were out of the country at the time of data collection. Further, some were not willing to provide the information for fear of being victimized and fear that they were giving their competitors information. However, after assuring the respondents that their responses would be confidential and would only be used for academic purposes, some softened their hearts. Additionally, the study was also limited to examining the effect of customer relationship management practices on customer retention in exhibition industry in

Nairobi City County which limits the generalization of the findings to other industries and sectors.

The study recommends a similar research to examine the effect of customer relationship management practices on customer retention across different industries such as non-service industries like manufacturing so as to understand which policies are effective for different industries. Further, the study recommends a qualitative research approach to be conducted factoring in the input of customers to determine the influence of the same variables on customer retention. Additional studies need to be conducted to establish the role of other CRM practices such as loyalty programmes, customer recognition, promotion and customer incentives on customer retention. Lastly, further studies could be replicated in other countries to determine the universality.

### **5.6 Chapter Summary**

This chapter presents discussion of the findings based on the study objectives. It further outlines the study conclusion, study recommendations and lastly the limitations and suggestions for future research.



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## APPENDICES

### Appendix I: Introduction Letter

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13<sup>th</sup> February 2023

To Whom It May Concern,

**RE: FACILITATION OF RESEARCH – ALFRED LETTING.**

This is to introduce Alfred Letting who is a Master of Commerce (MCOM) Student at Strathmore University Business School, admission number MCOM/113272. As part of our MCOM Programme, Alfred is expected to do applied research and undertake a project. This is in partial fulfilment of the requirements of the MCOM course. To this effect, Alfred would like to request appropriate data from your organization.

Alfred is undertaking a research paper on “**THE EFFECT OF CUSTOMER RELATIONSHIP MANAGEMENT PRACTICES ON CUSTOMER RETENTION IN THE EXHIBITION SECTOR WITHIN NAIROBI CITY COUNTY.**” The information obtained shall be treated confidentially and shall be used for academic purposes only.

Our MCOM Programme seeks to establish links with industry, and one of these ways is by directing our research to areas that would be of direct use to industry. We would be glad to share our findings with you after the research, and we trust that you will find them of great interest and of practical value to your organization.

We appreciate your support and shall be willing to provide any further information if required.

Yours sincerely,

A handwritten signature in black ink, appearing to read "Njoki Kiagiri".

Njoki Kiagiri  
Manager – Graduate Programmes  
Strathmore University Business School.

Association of African  
Business Schools



Strathmore Business School is a Proud member of:



**AACSB**

## Appendix II: Ethical Review Approval



13<sup>th</sup> April 2023

Mr Letting Alfred Kipruto,  
alfredletting@gmail.com

Dear Mr Letting,

### **RE: The Effect of Customer Relationship Management Practices on Customer Retention in Exhibition Sector within Nairobi City County**

This is to inform you that SU-ISERC has reviewed and **approved** your above **SU- master's** research proposal. Your application reference number is **SU-ISERC1673/23**. The approval period is from **13<sup>th</sup> April 2023 to 12<sup>th</sup> April 2024**.

This approval is subject to compliance with the following requirements:

- i. Only approved documents including (informed consents, study instruments, and MTA) will be used
- ii. All changes including (amendments, deviations, and violations) are submitted for review and approval by SU-ISERC.
- iii. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to SU-ISERC within 48 hours of notification
- iv. Any changes, anticipated or otherwise, that may increase the risks or affect the safety or welfare of study participants and others or affect the integrity of the research must be reported to SU-ISERC within 48 hours
- v. Clearance for the export of biological specimens must be obtained from relevant institutions.
- vi. Submission of a request for renewal of approval at least 60 days prior to the expiry of the approval period. Attach a comprehensive progress report to support the renewal.
- vii. Submission of an executive summary report within 90 days of completion of the study to SU-ISERC.

Before commencing your study, you will be expected to obtain a research license from National Commission for Science, Technology, and Innovation (NACOSTI) <https://research-portal.nacosti.go.ke/> and obtain other clearances needed.

Yours sincerely,


for: **Dr Ben Ngoye,**  
**Secretary; SU-ISERC**


**Cc: Mr Ambrose Rachier,**  
**Chairperson; SU-ISERC**



Ole Sangale Rd, Madaraka Estate. PO Box 59857-00200, Nairobi, Kenya. Tel +254 (0)703 034000  
Email [admissions@strathmore.edu](mailto:admissions@strathmore.edu) [www.strathmore.edu](http://www.strathmore.edu)

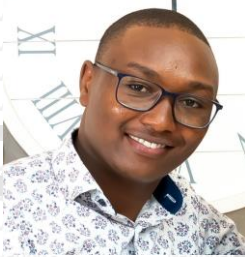
### Appendix III: NACOSTI Research License

  
REPUBLIC OF KENYA

  
NATIONAL COMMISSION FOR  
SCIENCE, TECHNOLOGY & INNOVATION

Ref No: **357624** Date of Issue: **23/February/2023**


**RESEARCH LICENSE**




This is to Certify that Mr.. Alfred Kipruto Letting of Strathmore University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nairobi on the topic: **The effect of Customer Relationship Management practices on customer retention in the exhibition sector within Nairobi City County for the period ending : 23/February/2024.**

License No: **NACOSTI/P/23/23809**

**357624**  
Applicant Identification Number

  
Director General  
NATIONAL COMMISSION FOR  
SCIENCE, TECHNOLOGY &  
INNOVATION

Verification QR Code



NOTE: This is a computer generated License. To verify the authenticity of this document,  
Scan the QR Code using QR scanner application.

See overleaf for conditions

## Appendix IV: Questionnaire

The questionnaire below seeks to collect information on the *effect of customer relationship management practices on customer retention in exhibition industry within Nairobi City County*. You have been selected as one of the respondents and it is my humble request that you assist in answering the questions below to the best of your ability. The information provided will be used for academic purposes only and it will be treated with utmost confidentiality.

### PART A: DEMOGRAPHIC INFORMATION

1. What is your age bracket?

- |                |     |
|----------------|-----|
| 20-30 years    | [ ] |
| 31-40 years    | [ ] |
| 41-50 years    | [ ] |
| Above 51 years | [ ] |

2. Please indicate your gender

- |        |     |
|--------|-----|
| Male   | [ ] |
| Female | [ ] |

3. How long have you been working in the organization?

- |                   |     |
|-------------------|-----|
| Less than 2 years | [ ] |
| 3-6years          | [ ] |
| 7-9 years         | [ ] |
| Over 10 years     | [ ] |

4. What is your highest level of education?

- |             |     |
|-------------|-----|
| Certificate | [ ] |
| Diploma     | [ ] |
| Graduate    | [ ] |
| Master      | [ ] |
| Ph.D.       | [ ] |

## PART B: CUSTOMER RELATIONSHIP MANAGEMENT PRACTICES

This section seeks your opinion to establish how service quality rendered to the customers affects customers retention in your organization. Please indicate in the table with a tick (✓) or across (×) your level of agreement based on the below scale:

*5=Strongly Agree 4=Agree 3= Neutral 2= Disagree 1= Strongly Disagree*

No	Service quality	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
	<b>Tangibles</b>					
1	The company has appealing physical facilities and infrastructure that attracts customers.					
2	The organization hosts exhibition events in a convenient and strategic venues.					
	<b>Reliability</b>					
3	The organization deliver quality services promptly to customers.					
4	The staff portray sincere interest in addressing customers concerns.					
	<b>Responsiveness</b>					
5	The staff respond to inquiries and concerns on time.					
6	The employees are always on standby and genuinely interested to resolve complaints.					
	<b>Assurance</b>					

7	Customers' information is kept with utmost confidentiality.					
8	The staff have skills and knowledge on how to plan exhibition events.					
	<b>Empathy</b>					
9	The employee handles customers with interest at heart.					
10	The staff understands specific needs for each client.					

Indicate the extent to which you agree with the following statements seeking to establish how technology adoption has influenced customer retention in your institution. Please indicate on the table with a tick (✓) or across (×) your level of agreement based on the below scale:

*5=Strongly Agree 4=Agree 3= Neutral 2= Disagree 1= Strongly Disagree*

No	Technology Adoption	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
1	The employees are certain of the benefits gained by adopting new technology introduced in the organization.					
2	Online engagement with the customers is easy and friendly to use.					
3	Using new technology provides advantage in engaging clients compared to those who do not use it.					

4	New technology allows me to execute my work more efficiently.					
5	I am always eager to use the new technology considering the benefits that comes with it.					
6	The staff are confident on use of new technology.					
7	Our company is likely to adopt advanced technology if other organization are using it.					

Indicate the extent to which you agree with the following statements seeking to establish how complaint handling affect customer retention in your organization. Please indicate on the table with a tick (√) or across (×) your level of agreement based on the below scale:

*5=Strongly Agree 4=Agree 3= Neutral 2= Disagree 1= Strongly Disagree*

No	Complaint Handling	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
1	The staff gives prompt response to all customer complaints.					
2	The resolves all customers concerns and complaints swiftly.					
3	The organization's services usually meet customers expectation based on complaints handled and surveys done.					
4	The organization's performance has improved based on					

	complaints and concerns resolved.					
5	Our customers' complaints have gradually reduced.					
6	Most of our customers are satisfied based repeated participation in company's events.					

### Part C: Customer Retention

Please tick the level of agreement of the of the following statements

Please indicate in the table with a tick (√) or across (×) your level of agreement based on the below scale:

*5=Strongly Agree 4=Agree 3= Neutral 2= Disagree 1= Strongly Disagree*

No	Customer Retention	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
1	The organization charges reasonable exhibition and service fee.					
2	The company has received increasing number of customers through word of mouth(referrals).					
3	The organization has secured a significant number of customers participating repeatedly in organization's events.					
4	The customers turnover has reduced over the last 5 years.					

5	The organization is doing all that is required to retain customers.					
6	Majority of the customers have showcased their products and services over the last 5 years.					
7	The staff have sufficient knowledge on customer relationship management to serve, engage and guide customers.					

***THANK YOU FOR YOUR TIME.***



## Appendix V: List of Exhibition Organizers in Nairobi

1	Afripeak Expo Kenya Ltd	27	Kenya Association of Manufacturers
2	Agricultural Society of Kenya	28	Tecburg private ltd
3	Homes Kenya Expo	29	Drone space
4	Real Wealth Ltd	30	Info Convention and Exhibition Co. Ltd
5	Pro Expo Ltd	31	The Prysm Group
6	Jim Africa Exhibitions	32	MXM exhibition organizers
7	Sols Inclination Ltd	33	Global exhibition Inc.
8	Expo Group	34	Seamless Events Solutions
9	Informa Telecoms & Media	35	TEMS Africa Exhibitions
10	MIE events	36	Sarit Expo Centre
11	Radecal Communications	37	Exhibitions & events organizers Ltd
12	HPP Exhibitions	38	Imperial stands & exhibition services Ltd
13	Fairtrade GMBH	39	Expo team exhibitions
14	Elan Expo	40	Nairobi International Trade Fair
15	Terrapinn Holdings Ltd	41	Linyitradecity (Kenya) Co. Ltd
16	Agrofood Kenya Ltd	42	Kenya National Chambers of Commerce & Industry (KNCCI)
17	Advent Group	43	Agri-Africa Expo
18	Smart Expos & Fairs pvt. Ltd	44	Legassy events management Ltd
19	Trade & Fairs East Africa Ltd	45	Events and Conference Organizers Ltd
20	Grow Exhibitions	46	Crossing vineyards & Winery
21	DMG Events	47	Chef Media Ltd
22	Expotim	48	Samanthas Bridal
23	Montgomery Group East Africa Ltd	49	Finerresults Research Services
24	Study Central Ltd	50	Inexpo Group
25	Informa life Science Exhibitions	51	FW Africa
26	Informa exhibitions	52	KALRO

Source: Nairobi City County report,2019