

Evaluating the Effectiveness of Customer Relationship Management on Small Medium Enterprise Salon Businesses in Johannesburg Region-A

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Abstract: In a highly competitive market, enterprises need to maintain positive relationships with their customers. The diversified customer needs, wants and preferences of the salon market demand that the Small Medium Enterprise (SME) salon business acquires and manages individualised customer knowledge to increase customer satisfaction, business competency and profitability in delivering the service. The research noted that the salon industry's challenges were due to the transforming market focus, from the traditional services defined by local cultures, beliefs and norms about male or female hair style looks, to a global view. The market's focus shift from local needs to global cultural diversity had individualised service prospects. As global salon brands penetrate the market and raising competition, salons have to handle customer diversity. Individuals from various backgrounds and cultural ethnicities demand for their preferred hair-styles and requirements about the service they expect at a salon. This study aimed to primarily define customer relationship management (CRM) strategies preferable to a salons business and focused on customers to differentiate service quality design and create customer experience. The purpose for acquiring customer knowledge aims at bringing understanding of customer preferences and expectations, in order to design a quality alignment for product/service-mix. The research investigated on the aspects of CRM strategies, activities, channels and models, including execution trends preferred to SME salon businesses. The deliberations about CRM integrations covered the marketing-mix of brand communications by collaborating the components of a CRM system such as people, technology and processes. The pros and cons of CRM models, systems, components and channels were presented as challenges in contrast to all the benefits so that a salon might consider when developing a CRM strategy. The purpose was to help salons understand the effects of CRM within the context of their business industry so that salons might implement the knowledge and survive the turbulent economic conditions. The research applied a positivist quantitative approach, methodologies, strategies and techniques to help expose the facts about the topic and answer the research question through identified objectives. The sampled (n) of one hundred (100) units was drawn from a broader population (N) of one thousand (1000) units; However, the representative list of one hundred and fifty seven (157) units was secured. The structured self-administered questionnaire (SAQ) developed, was used to conduct a pilot study and to validate the tool's reliability and effectiveness in collecting research data. Applied statistical computations organised, measured and analysed collected data for accurate interpretation of research results in order to state reliable findings. Study findings showed that highly preferred CRM strategies, channels and activities at salons were to create customer experience. Effective leadership management styles were supportive to salon employees such that they took ownership of their customer base to deliver the experience and create customer and business value.

Keywords: Small Medium Enterprise (SME), customer relationship management (CRM).

1. INTRODUCTION

1.1. INTRODUCTION:

The chapter outlined the research background and set the backdrop of the rest of the study to introduce and establish the relevance and significance of the study by identifying links between CRM strategies and SME salon business operations. The chapter enclosed the development a background in order to place the subject topic within the context of the salon market. The topic was defined through the problem statement and the establishment of the aim of the research study. The research objectives established reputable deliberations about the study and were essentially referenced to in this and the rest of the chapters throughout the study. The research questions followed right after the objectives to positively respond to the research topic in attempt to answer the quest of this research throughout the length of the study. In particular, the discussion in regard to impact and applicability of the study aimed at establishing the need and necessity of CRM as a subject matter of study in salons. Lastly the chapter outlined the structure about the chapters to follow by briefly describing the purpose of each chapter and the conclusion of the content discussed.

1.2. BACKGROUND TO THE STUDY:

The current global economic downturn has affected South Africa's (SA) cycle; SMEs have to innovate through creative thinking in order to sustain their business. When the retrenched and unemployed continually ventured into the salon industry to make ends meet, the market became highly populated and the rate of competition increased drastically. The daring challenges facing the salon market require SMEs to adopt aligned strategic activities and systems to enable profitability and create competitive business operations (Venter *et al.*, 2012).

The small-medium enterprise (SME) salons in SA struggle with efficient businesses experience, skills, ability to raise capital, the networking support structures. Global market entrants into the salon industry pushed local salon owners and managers to tussle in growing their customer base. The challenge is to ensure customer satisfaction that promote loyalty, develop sustainable and longer periods of customer retention. The solution for the highly competitive salon market industry demand for a business shift from local to global focus and to design customer oriented salon businesses. The business strategy should incorporate aspects of effective customer relationship management, and the salon business must strategically integrate to align quality business operations processes (Schroeder *et al.*, 2011).

However, effective SME salon operations require solid and reliable channels for customer activations and interactions. Salon require individualised service experience and today's customer needs, wants preferences and expectations cut across the globe. For an SME salon business to meet customer demands, it is prominent to create a rapid delivery service information and the expected or promised experience to all customers. Business-customer interactions as well as collaborative communications among employees and customers are crucial to ensure that the right service was rendered to the right customer and at the right time (Schroeder *et al.*, 2011).

Johannesburg (JHB) pose as the economic hub in SA most international brands head for the city to invade new markets and the salon market industry seem to be attracting many. Big and famous salon brand have entered the industry and local salons have been struggling to stand the challenge. Customer expectations and taste for hair-styles transformed drastically and from local to influences of global cultural diversities.

To survive, the salon businesses have to adopt CRM strategies needed to interact with and manage their customer bases effectively (Schiller *et al.*, 2013). The positive enterprise culture should dominate salon services to positively impact and open new business opportunities (Hill, 2011).

The latest Web 2.0 Internet technology promotes social interactions through social network channels accessible on mobile hand devices. The salon business could cheaply use such platforms to encourage employee learning of customer trends, tastes and choices, in order to gain competent skills and knowledge. Web 2.0 refers to a set of mechanisms, applications, user generated content (UGC), and social values, shaping the Web and the business of today (Tiemo, 2013). Salon customers are socialised and have broader channels that well-inform their choices regarding a service and/or product based on quality and perceived value offering. The quality aspect is a vital part of service/product designs; customers uphold quality. Therefore, salons must design customer-focused services and products to sustain a dependable customer-base (Somasundaram & Krishnamoorthy, 2013).

The traditional and contemporary CRM effectively complement one another to enable service quality. First, traditional CRM is based on traditional CRM touch points, as an inside-out-focused and data-driven system. The intention is to link customers to an SME salon's front and back office functions, using data warehouses and CRM technologies. Traditional CRM models aim at operational excellence, to "push" services and products to customers. Second, complementary CRM takes advantage of the social based Web 2.0 Internet platforms, to create social CRM strategies and practices. Hence, cheaper and affordable to SME businesses (e.g., Cloud-based CRM solutions) use social media platforms like Facebook to activate and bond with customers (Bebensee *et al.*, 2012). Social CRM is an outside-in-focused system that "pulls" customers to services and products through online CRM touchpoints (Artrill, 2015).

The current high customer demands have encouraged salons to adopt an integrated approach to CRM practices and systems. The people, processes and CRM technologies were integrated and aligned to enhance customer satisfaction within salon operations. Integrated CRM have enabled effective salon operations, reduced costs and created customer experience. Salons have integrated and aligned the business functional activities to market, interact, profile customer information and schedule customers' services appointments online. The integrated activities have attracted new customers, satisfied current customers and promoted customer loyalty and ensured longer retention periods. The CRM strategies have catered for customer convenience through store locations of busy market places. Salons have started to offer extended services, incentive systems (loyalty rewards, birthdays and anniversary vouchers) to customers as activation and bonding tools. Lately, salons have adopted the use of group and/or targeted emails/sms's to rapidly inform customers about a product or service. The use of multi CRM touchpoints has maximised service competency and profitability (Kumar & Reinartz, 2012).

This research study reported on the general understanding about effective CRM strategies, channels and activities impacting on the SME salon business and improving quality, competency and profitability. The CRM practices at salons have promoted customer satisfaction and helped to manage business-customer relationships and created customer value. The quality of business-customer bonding based on trusted relations promoted customer loyalty and encourage customer retention. The discussion about CRM technology models, costs and implementation issues has imparted useful information to a salon's choice decisions. Salons might learn that CRM offers management support of end-to-end customer lifecycle and that, CRM practices and models have benefits, challenges and disadvantages to acknowledge and guard against when designing and making choices for their business and customer needs (Alshahrani, 2015).

1.3. PROBLEM STATEMENT:

There are policies and strategies developed to support small and medium enterprises (SMEs) in SA. However, the SME salon market, being part of the beauty industry, tends to lack that support system and recognition to promote networking and skills sharing than other factions of the industry. The salon industry is faced with rapid and drastic increase competition from the market penetrating international brands. Local traditional SME salons experienced difficulties to keep up with the challenges to compete effectively with big brands. The lack of both capability and capacity in the local salon market scaled down their customer-bases. The choices of a particular service are influenced by customer perceive value (CPV) based on quality processes and customer relationship development and management. Adding to these challenges, the current downturn has negatively impacted on the SME salons' business operations and most salons are closing down.

Currently, the salon industry caters for global cross-cultured salons customer requirements. Salons have become intermediary destinations before people from all walks of life (nationals and international) coming or going to attend various local events (GRAMERCYONE, 2012). The help from the social-based Web 2.0 Internet do resolve most of salon customers' service or product choices, the information is readily and rapidly available online. Therefore, implementing effective and aligned CRM strategies and improving on service quality processes might cater for specific customer needs, wants and preferences by creating a memorable service experience (Zeithaml *et al.*, 2009).

To effectively compete with salon rivals in the industry, the SME salon business should gather customer information and knowledge to create customer Intel. The use of integrated strategic CRM activities, channels and technologies would empower salon employees and help the salon business to develop customer-focused and quality service operations. Quality service delivery processes considerably impact on customer satisfaction to encourage customer loyalty and retention, including business competency and profitability (Bhattacharya, 2011).

1.4. AIM OF THE STUDY:

This research study was aimed at evaluating the effectiveness of customer relationship management (CRM) on small medium enterprise (SME) salon businesses in Johannesburg Region-A. The study primarily identified aspects of CRM strategies and practices of customer-focus. These, to measure, analyse and conclude on whether CRM did impact on customer satisfaction, loyalty and retention, as well as if the SME salon business could create business competency and profitability (Lyon & Montgomery, 2013).

1.5. OBJECTIVES OF THE STUDY:

According to Derese (2016), research objectives and questions are intended to answer the research problem. The layout of an investigation prominently defines how effective the researcher's idea will relate to the subject of the research topic. Beneficial outcomes of this survey study were intended to aid research subjects and the industry. The findings of the research crucially relied on effective and successful approaches applied to bring answers to the research objective by answering the posed research questions below:

- To investigate the aspects of CRM within SME salon businesses in JHB Region-A;
- To analyse CRM channels influencing trends of customer choice and preferences for a salon service in JHB Region-A;
- To determine aspects of CRM strategies and technologies preferable to SME salon in JHB Region-A; and
- To make recommendations on the best strategies to improve CRM within SME salon market industry.

1.6. RESEARCH QUESTIONS:

- What are the aspects of CRM within SME salons business in JHB Region-A?
- What are the CRM channels influencing trends of customer choice and preferences for a salon service in JHB Region-A?
- What are the aspects of CRM strategies and technologies preferable to SME salon in JHB Region-A?
- What recommendations can be made with regards to the best strategies for effective CRM within SME salon market industry?

1.7. SIGNIFICANCE OF THE STUDY:

The consulted literature articles have broadly covered the subject of CRM effects within the Health and Finance industries. Literature sources consulted revealed that the concept of CRM as a business strategy within the context of salon the industry was minimally covered (Sandhu *et al.*, 2014). For this reason, this research study topic was intentionally conducted to investigate and examine effectiveness of CRM within the context of the salon industry. Following the currently increased salon market penetrations by big brands, highest competition due to the industry's ability to cater for job opportunities to the unemployed SA majority, the study could offer valuable CRM information to help skilled and unskilled labourers in the industry (GRAMERCYONE, 2012).

Where the SME salon businesses focused on nurturing and managing relationship with their customers, the service operations maintained and improved quality. Customer relationship management promoted satisfaction, loyalty and encouraged extended retention period; the salons had profitability of their businesses and gained competency against rivals. For the CRM system to be effective, its integrative business approach must be aligned with the overall business strategy to address individual customer needs, wants and preferences (Long & Khalafinezhad, 2012). Today's social media platforms, laid down an affordable business platform through the Internet and the mobile technology and created an enabling foundation for SMEs to explore, learn, then take the lifeline and survive (Malthouse *et al.*, 2013).

1.8. FORMAT OF THE STUDY:

1. Introduction:

This chapter covered the introduction, background, problem statement, aim, objectives and questions of the research study. To paint an overview on the reasons for conducting this study, the chapter introduces current SME salon business challenges in JHB Region-A.

2. Literature Review:

The chapter started with an introduction and used past studies in relation to the research subject. This research study used existing subject knowledge to analyse, compare, contrast and consolidate past data to and with this subject study. Existing gaps were unveiled, areas of further research were identified and were dominantly focused on the CRM aspects in order to inspect and infer conclusive literature findings within the context of SME salon industry.

3. Research Design and Methodology:

The chapter started with an introduction, and had involved decisions made about research design and philosophical approach, research strategies and techniques. Small-scale collection of data ensured that reliability validation of the research tool (SAQ) and elimination of bias were done. Also, this section of the study effectively safeguarded and ensured that accurate data was collected for analysis in the main study confirm correlations between CRM variables. This chapter chose statistical methods and procedures to be applied in attempting to unveil the findings towards conclusions and recommendations.

4. Results, Discussion and Interpretation of the Findings:

The chapter presented, analysed and interpreted the findings of the study investigations within the context of salon industry and based on the study objectives. The market structure of the salon industry was clustered into four SME salon clusters identified in the process of organising data units. The data items of the sample guided formulation of the cluster groups as homogeneous data units were identified.

The categorisation of data units showed that the salon market economically grouped customers into: Sub-Standard, Standard, Classic and High Classic salon clusters and in alignment with the country's wealth distribution across the SA population. The selected research design, philosophy, strategy and techniques helped to present the findings using statistical frequency tables to summarise results. Deductive statistical generalisations drew conclusions and recommendations of the study.

5. Conclusions and Recommendations:

This chapter started with an introduction to presented a conclusive focus on the discussed literature and the analysed of findings the study to make relevant recommendations about CRM within the context of the salon market. The research recommendations were aligned to the design, philosophical approach, strategies and techniques used to evaluate the identified CRM variables. This intended to validate objectives and questions of the research study in order to conclude in reference to the salon market and future research investigations.

1.9. CONCLUSION:

The chapter covered purpose, objectives and questions of the research study to evaluate the problem. The SME salon businesses might render relevant and customer-focused services by shifting focus local to globalised customer-orientation to compete against big brands entering the industry. A well-aligned CRM strategy effectively nurtures the process of developing customer relationships to create and build loyal bonds with each and individual customer. Individualisation of customer needs promote longer and trusted customer retention periods. The adopted aspects of CRM activities might ensure that local SME salon service operations create competitive and profitable salon businesses. However, the aspects of CRM should be placed at strategic levels and form part of the overall business strategy within the SME salon's business operations (Long *et al.*, 2013). The next chapter on literature review covered the theories and subject concepts explained by publications of reliable sources. The literature review had gathered, defined and examined existing literatures about the subject of CRM as interpreted by previous scholars. Therefore, the chapter aimed at deducing and generalising the subject matter to contextualise this research study topic into the salon industry's current business environment, the dynamics and challenges.

2. LITERATURE REVIEW

2.1. INTRODUCTION:

This section of the study drew from the world of literature investigations about the role and effects of CRM. The chapter introduced and used subject information of past literature studies about the research topic to dominantly feed into the

literature review of this study. The chapter has defined the concept of customer relationship management and discussed the types of CRM technology models and system requirements by highlighting the CRM technology models such as 1) the On-premise CRM models and 2) the hosted or “cloud computing” CRM models as stated 3) the examples of cloud computing services and characteristics. This section proposed the possible operative CRM strategies for SME salon businesses and covered the benefits of customer-focused CRM strategies on salon services, which include: 1) the facilitation of customer activation and satisfaction, 2) the development of loyal relationships and promotion of customer bonding, including the coordination of customer relationship orientation and knowledge management. The chapter also capitalised on the role of quality design and the sustainment of the service experience by through 1) the employee’s behaviour and commitment to the service/product quality delivery, 2) and the value of the quality function deployment (QFD) and the House of Quality tool. Yet again, the chapter defined the benefits of integrating the CRM strategy’s resource capabilities, which include: 1) the product/service-mix (SPs) of the brand communication CRM strategy, 2) the integration of people, process components in the CRM system, and 3) the integrative approach in building the salon business and create customer value. Moreover, this chapter presented the challenges embedded in the CRM system to impact on the execution, such as: 1) the contrasting challenges related to choice of the CRM models and tools and 2) the challenges related to managing the integrated CRM channels. Finally, the section concluded on the deliberations of this chapter.

2.2. WHAT IS CUSTOMER RELATIONSHIP MANAGEMENT?

Customer relationship management (CRM) is defined as the on-going process of recognising and creating new value for customers and the business in order for both to share the lifetime benefits (Dutot, 2013). CRM is the process of carefully managing detailed information about individual customers in order to activate, interact and bond with each customer (Kotler & Keller, 2012). Customers might first encounter the brand’s service or product through CRM touchpoints or had a direct, unique and memorable service experience as the potential customer. The potential customer’s casual observation of salon’s quality service values whilst collecting a product or checking a friend in might activate brand appeal. The salon that gained basic understanding of simple CRM activities develop quality and effective CRM strategies.

To implement an effective CRM system the salon must constantly manage collaborations between suppliers, employees and the customer. The platform set for customers’ engagement enhance the design of quality business processes and the service. Customers can make inputs about their needs, preferences and service expectations to mutually share CRM benefits. Prominently, the salon know and understand each customer’s needs, wants and preferences in a service to individualise, meet and satisfy customers through memorable service experience (Kumar & Reinartz, 2012). The salon’s role is to make the right choices when integrating the CRM system strategy and the activities, in order to ensure an effective deployment of the capability resources. The decisions about store location, people recruitment, operations processes and CRM technologies, channels selection and the target customer are prominent for activations, competency and profitability. The plan to create the customer’s service experience require acquisition of customer Intel and knowledge management in order to address the identified customer needs and tastes. For the customer relationship development (CRD) and customer relationship orientation (CRO) to cater for satisfaction, the integration of direct and indirect CRM channels is crucial (Chen & Popovich, 2003).

2.3. THE TYPES OF CRM TECHNOLOGY MODELS AND SYSTEM REQUIREMENTS:

The CRM systems strategies have improved over time; the traditional CRM (TCRM) mainly looked at the inside-out-focus and operated as a data-driven system. The TCRM systems traditionally valued the one-way engagement approach to customer relationship management. The standardised CRM processes were centralised, to “push” services and products to the right customers and wait for customer response. The TCRM had linked customers to a company’s front and back office functions, using data warehouses and computer technologies. The TCRM capitalised on creating and managing customer databases to enable real time view of transactions and informed a real-time management decision about sales demand and supply (Trainor *et al.*, 2014).

In the contrary, the social customer relationship management (SCRM) upheld the social-based Web 2.0 Internet protocols into a business channel platform for customer activations and interactions by using social media network systems. The SCRM uses social networks to “pull” customers to the business services/products by using websites and integrated CRM touchpoints. The business activities can be conducted over simple and smart mobile hand devices. The SME salon

business might afford do business using cheaper social media networks since platforms are built-into mobile devices. The social media network technology platforms have reduced service operations costs, the SME salon business can select cheaper or free networks like WhatsApp to cut costs enhance competency and profitability. However, the bigger salon brands can do business over pricy social networks such as Twitter, Facebook, Instagram, and more (Lyon & Montgomery, 2013). However, to integrate the traditional with the contemporary CRM systems, strategies, activities and channels effectively enhance and make a complementary business approach for creating customer and business value (Lyon & Montgomery, 2013).

2.3.1. The CRM Technology Models:

Today's Internet applications, tools and services have facilitate a two-way CRM interactions between businesses and customers to enable knowledge co-creation of user-generated content (UGC) exchanges (Artrill, 2015). Web 2.0 technologies and systems enhanced the effectiveness of CRM strategies, channels and activities required to operate a competent business at physical stores or online. The integration of CRM capabilities had improved the quality of business and enabled rapid response to customer needs by using automated service delivery processes. The CRM technology models are diverse; salons can purchase, tailor and implement the systems for their business needs and requirements. The examples of CRM technology models include: 1) On-premise and 2) Hosted "cloud computing" CRM technology models.

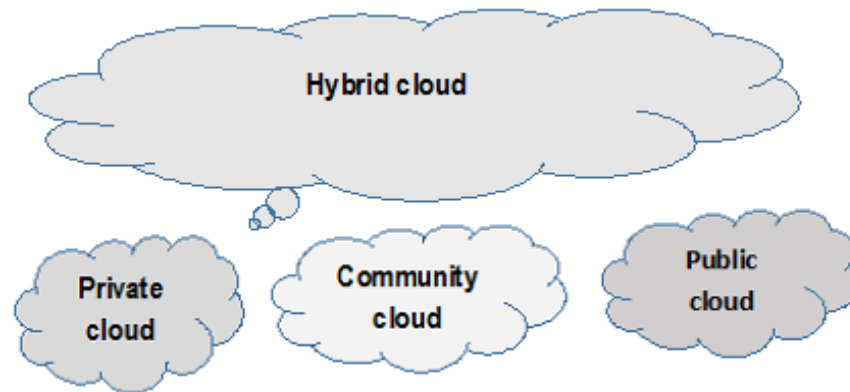
2.3.1.1. The On-premise CRM Technology Models:

The On-premise CRM models can be purchased off-the-shelf through licences; the servers, connections, access and databases are all controlled by the purchasing company. The On-premise examples include Virtue, HootSuite and HubSpot, and entail web-based applications. The models publish business content, monitor customer responses and track brand mentions on social media sites. The salon market operations are globalised and have focused on customer interactions to listen and identify their needs in order to create channels that "pull" the customers salon services (Kumar & Reinartz, 2012). On-premise CRM technologies integrate salon operations and promote management of business service activities and work teams easily. The mobile technology platforms allow collaborations among work teams to ensure that the business operations activities remain competent and profitable. The SME salon business' brand management becomes part of the overall marketing strategy and allows the salon business to gain an increased global reach. The process of customer engagement, information delivery and getting feedback about the services is rapid due to automation. The profiling of customer information, scheduling and service monitoring use self-administered and interactive marketing processes (Baird & Parasnis, 2011).

2.3.1.2. The Hosted "Cloud Computing" CRM Technology Models:

The Hosted "cloud computing" CRM models are web-based and require no software downloads, but need service rentals from providers because servers and data are housed by the application vendor. The Hosted CRM models are called "cloud computing" because applications and services are offered over the Internet and from the global data centres. The cloud computing had simplified the use of many network connections by allowing the salon customers to use the web, their personal computer systems and mobile devices to directly access services through online connections; the services are hosted on the "cloud". Cloud computing offers inter connected services such that Internet users are able to share information between multiple systems (Mohammed & Rashid, 2012). Most cloud-based systems are readily available for SME salon businesses to access, organise, analyse and customise them for business operations. The business-customer relations are interactive and allow acquisition of customer information to create Intel or forecast online sales. Cloud computing services have become popular lately and are offering the cost-effective ways of collecting customer data. Cloud-hosted CRM software facilitates data integration from other sources because many services are cloud-based. Cloud computing refers to any form of shared computing service that an SME can access through the internet (e.g. Gmail and Dropbox) (Baird & Parasnis, 2011).

Cloud computing provides for online backup, social services, personal data services, online applications, hardware services and mirrored websites.



Source: *Urbański & Bzdya (2014)*.

Figure 1: Cloud computing models

Cloud computing deployment models include 1) private cloud infrastructure, solely operated for an organisation and to be managed in-house, 2) community cloud infrastructure is shared by several organisations to support specific communities' shared concerns, 3) public cloud infrastructure are availed to the public or larger industry group, the models are owned by the organisation that sells cloud services, the 4) hybrid cloud infrastructure covers two or more clouds (i.e. private, community or public) The examples of hosted CRM for salons include: MINDBODY, Acuity Scheduling, Shedul, You're OnTime, Salon iQ, and more (Urbański & Bzdya, 2014).

2.3.2. The Examples of Hosted "Cloud Computing" Services and their Characteristics:

The examples of cloud computing services include 1) software as a service (SAAS) to deliver end-user application as a service. The SME salon users access the application through the network without installing or running the software on their computers, 2) platform as a service (PAAS) resulted from the fact that the cloud developers use applications or middleware to rent the hardware, operation systems, storage and the network capacity. The enterprise then rents virtualised and related services to run existing applications or develop and test new one for their business, 3) infrastructure as a service (IAAS) occurred due to the cloud provider renting the whole IT infrastructure of storage, hardware, servers and networking components to the client company (Urbański & Bzdya, 2014).

The characteristics of cloud computing are associated with hosted CRM model, and they include: 1) on-demand self-services, where clients can self-control the computing capabilities like server time or network storage, 2) broad network access is enabled by availing capabilities over the network, and are accessed through standard mechanisms like customer applications, 3) rapid elasticity allows provisioning rapid elastic capabilities to automatically scale-out or scale-in quickly, scaling depends on customer requirements, 4) resource pulling enables the provider's computing resources (physical and virtual) to be dynamically pulled, assigned and reassigned per a customer's demand and serve multiple customers, 5) measured service, allows for automatised control and optimal use of resources by leveraging a metering capability. The cloud computing CRM technology models allow for the alignment of CRM activities and the business strategy, and might be quick or take longer to implement. However, it is prominent that the SME salon business managers well-understand the pros and cons of each CRM technology model they select to implement for their business (Hadzagas, 2011).

2.4. THE POSSIBLE OPERATIONAL CRM STRATEGIES FOR THE SALON BUSINESS:

Developing a CRM strategy is a long-term investment that allows an SME salon to set direction for the business. The CRM as a business strategy, ensures that the salon's quality services design focuses on customers in order to activate and strengthen customer bonding and value creation. The company's vision and mission for CRM strategies must be aligned with other functions, such as the quality, marketing and communications, sales, including the human resources division as the key approach for success. The aligning must be done at design stage to ensure effective execution. The CRM strategic activities have to create customer experience through the deployment of technology, people and processes collaborations (Alipour & Mohammadi, 2011). The CRM strategy should define business goals about short term and future customer relationship plans. The set goals must be simple, measurable, achievable, reliable, and time-bound (SMART); the participative engagements with prominent customers for the desired CRM and monitoring executions will define the best

results. The purposes CRM must be incorporated into a salon's business model to impact on customer relationship orientation (CRO). If the model is designed around customer profiles, the CRM strategy sets levels of customer satisfaction the salon aimed at, and for the effectiveness in customer value creation. Therefore, CRM strategy development impacts and influence purchase choice decisions (Hough *et al.*, 2011).

The possible operational CRM strategies for the salon business include 1) brand communication, 2) media monitoring, 3) customer knowledge co-creation, and 4) the peer-to-peer communications. The brand communication strategies systematically track and follow service and customer trends, for both online and off-line activations. The integrative use of CRM touchpoints monitors online and off-line operations to promote promotions such as interactive campaigns, marketing posters, banners and flyers, in-store or community-based events and the word of mouth; in order to capture brand appreciations by potential customers. Through brand communication, brand community is created and enabled by cross-interactions among communities about salon services/products. The salon can follow-up on conversations among brand communities to learn of the customer feelings and concerns about their service/product experiences, and in order to improve service delivery processes (Rosman & Stuhura, 2013). The strategic media monitoring allows for capturing of information from various media, especially social media. Media monitoring might aid SMEs to trace and track profiles of individuals or groups of customers. Media monitoring activities help to determine customer needs, behaviours and relations between the customers. Moreover, the SME salon can further analyse customer information to plan new approaches and strategies on how to meet communicated needs and preferences (Rojanadilok & Nanagara, 2013).

The knowledge co-create encourage partnerships between customers and the business; thus to innovate and differentiate service/product designs. The use of online or off-line touchpoints for the co-creation of customer knowledge effectively promote the customer feedback contributions to CRM strategy design. The customers define their tastes and preferences for the SME salon to note and incorporate into the service quality design. The processes for acquiring, analysing and managing customer knowledge highly contribute to the design of quality service delivery activities focused on the salon customers' preferences and expectations. The aligned and customer-focused CRM strategy flexibility cuts through all business functions and offers cost-effective operations toward efficiency, competency and profitability (Kimachi & Koçoğlu, 2012). The peer-to-peer communications strategy occurs in-between customers to provide opportunity for the SME salon to get individualised customer knowledge. Collaborative peer-to-peer customer interactions about different topics on salon service over the social media, create a platform for a salons to know if customers approve or disapprove of the particular service or product. Peer-to-peer strategy helps SMEs to learn of who are the preferred hairdresser(s) and why and look for similar traits during employee selection and hiring. The knowledge informs hiring strategies, service improvement, and organisational development (Brown, 2011).

2.5. THE BENEFITS OF CUSTOMER FOCUSED CRM STRATEGIES FOR SALON SERVICES:

The implementation of an effective CRM strategy must focus on creating value for the business and its customers. The benefits of ensuring quality of service delivery are to create customer experience, increases the customer perceived value (CPV) and influences customer service choices and pretences. The satisfied customers show loyalty to the service through longer retention life cycles. The quality design and continuous improvement of service operations and products render business competency and profitability against market rivals. Implementation of customer focused CRM strategies is achieved by 1) the facilitation of customer activation and satisfaction, 2) the development of loyal relationships and promotion of customer bonding, and 3) the coordination of customer relationship orientation (CRO) and knowledge management (Küper *et al.*, 2014).

2.5.1. The Facilitation of Customer Activation and Satisfaction:

Customer activation aims to satisfy and develop loyal customers for retain purposes, and it requires dedication and commitment of time in resource searching. The customer focused CRM activities can lure the customers towards an emotional attachment to a salon's services or products. Salons can identify multiple magnetic channels to remain visibly present for customer prospects. The attained information helps the salon to differentiate services and product designs according to customer needs, wants and preferences, also, differentiation value in creating customer experience (Brito, 2011). The peer-to-peer talks about value in the delivery of service or product orientate and attract new customers. The salon business has to anticipate and attract potential customers by tracing and tracking trends of customer needs, and tastes. The salon can activate and satisfy the target customers by listening, interacting, knowledge acquisition, and more,

to uncover sales opportunities. The processes of knowledge sharing can support customer growth potential, because high-value customers are to be treated with specialised care to encourage the cross-selling and up-selling that might turn low-profit customers into more profitable ones, also, terminating non-value and dormant customers reduces and saves administration costs.

By integrating the customer acquisition methods the salon might yield customers of diverse customer lifetime value (CLV). The use of promotional prospects such as online and/or off-line advertising, direct mail, telemarketing, trade shows, and more can broaden the activation scope and lure numerous value customers. However, Kotler & Keller (2014) regards that customers acquired through the offer of a 35% discount had about one-half the long-term value of customers acquired without any discount, because marketing might convert the first-time customers into repeat buyers. The treating of repeat customers with specialty increases the chance of them to become activated customers. The activated customers are easily moved into member level by starting programmes directed to their common needs.

The engagement of member customers might encourage them to become advocates who recommend the salon's services and products to others, but the ultimate challenge is to turn the advocates into partners (Nel *et al.*, 2014). Hence, salon must satisfy advocates who plays major roles by bringing new and potential customers and contribute to the growing of the customer-base. The process of acquiring new customers can cost five times more than the cost of satisfying and retaining current customers (Kotler & Keller, 2012). The distribution of targeted marketing to each value offering customer over marketing messages and media, can individualise customer activation and initiate healthy interactive relations. Salons should make effective planning of customised service/product to conduct the direct marketing activities; the acquirement of individualised customer knowledge can build strong relationships of long-time value. Purposeful planning of CRM activities reduces customer defection by addressing customer dissatisfactions to create value and increase customer relationship longevity (Long *et al.*, 2013).

2.5.2. The Development of Loyal Relationships and Promotion of Interactive Bonding:

Consumer expectations demand for business-customer interactions, people want information about the service over any channel and at their own time, and also expect the salon to respond rapidly to their needs. The business-customer interactions might relate to a customer's previous records about the salon's service; the customer Intel is key to creating interactive clues that inform the planning activity about creating leads towards restoring lost customers (Nel *et al.*, 2014). The brand appeal activation strategy triggers appreciation and if amplified by quality improvement, it encourages bonding with most valuable customers through interactions and customisation of service offerings. The activation of customers is an initial effort, the company has to keep the acquired customers and grow the business by creating bonding opportunities. When customer attrition is rated high, the profit loss equals customer lifetime value because going from winning the lost customer to the cost of lowering the defect rate can be costly. As the economic hub, JHB city hosts well-informed customers and most salons might resort to high customer churn. However, the problems of capacity and resource capabilities in SME businesses limit their ability to define and measure customer retention and attrition rates. Knowledge of the customer base can help salons to distinguish between the causes of customer attrition and identify manageable customers to bond with (Hadzagas, 2011).

The interactive customer-business bonds are manageable over multiple channels such as the call centre and a website. The development of real interactive business-customer bonds requires careful structuring of operational processes that can offer support to service/product communication over multi-channels across all the customers. Structured and/or unstructured interactions create connections and participation among all customers to promote bonding (Long *et al.*, 2013). SME salon business might develop and implement manageable interactive bonding activities and monitor the progress of encouraging a long-time relationship with loyal customers. SME salon businesses could set up procedural mechanisms, schedules and activities to establish long-term customer relationships (Mohsan *et al.*, 2011).

Managing customer interactions can be facilitated through a few methods such as: analysing customer feedbacks, increasing interactions with customers, extended services rewards benefits and issue vouchers to high value customers. The manner in which a salon addresses customer complaints and feedbacks can convince or discourage customer confidence and trust. The rate of CPV in relation to the service quality might create the needed customer service experience to impact on service and product sales, activation and bonding or even repel the loyalty customer (Mackevičiūtė, 2013).

2.5.3. The Coordination of Customer Relationship Orientation and Knowledge Management:

Customer relationship orientation (CRO) is a mutual and holistic interactive alignment for a CRM business strategy (Dutot, 2013). The CRO help salon to build a buyer-seller bond and it should be the responsibility of every employee to coordinate the trusted and solid CRO processes. The alignment of salon's operational processes aids the identification of customer needs and expectations in order to expedite customer-oriented CRM activities. The advanced CRO attractively promote bonding and retention of the value offering customer and also increase customer confidence towards a salon's services. The salon's understanding of customer needs impacts on the overall customer satisfaction and can promote increased sales, the service quality improvement, and builds-up customer loyalty towards the brand (Atkinson, 2011). The contemporary social CRM permits customers to post their favourite hairdressing style images, tweets and re-tweeting their comments about service experiences and level of satisfaction. Hence, the platform for a salon feed on customer comments, to orientate and co-create knowledge, including plans for new service processes or business marketing ideas. SME salon's website activities and interactions inspire mutual interest for a long-term relationship and increase customers' attachment to a salon business' services/products. Knowledge management is defined as those activities and managerial actions which allow the development, transmission, transfer, storage of knowledge and provision of truthful information to the organisation (Al-Hayaly, 2015). The salon should plan SMART objectives about CRM and based on acquired industry and customer knowledge in order to adapt with market changes. The response to market changes must react to making the right decisions about the CRM technologies and requirements to be attained. The enterprise salons can take advantage of employee tacit knowledge, skills and experiences to prioritise knowledge management. The interactive communications of customer-business relations reveal a wealth of knowledge the company might use to improve quality and increase service experience (Hadzagas, 2011).

Customer knowledge management (CKM) refers to the management and exploitation of customer knowledge for the purpose of enhancing customer relationship management (Menaka *et al.*, 2012). Knowledge management (KM) can be viewed from standpoints of customer knowledge; that is, knowledge for the customer, knowledge from the customer and about the customer (Buchnowska, 2014). The salon businesses can collect, analyse and contextualise customer knowledge to create and manage data for the best advantage of the business and to enable knowledge sharing (Mozheb, *et al.*, 2013). Knowledge management requires continuous updating of customer information to be able to deliver on customer wants, needs and expectations relevantly. Effectiveness of a CRM strategy and system regards what the salon business does with the acquired intelligence and information. Knowledge management technologies enable knowledge acquisition, application and updating to improve service/product quality (Mackevičiūtė, 2013).

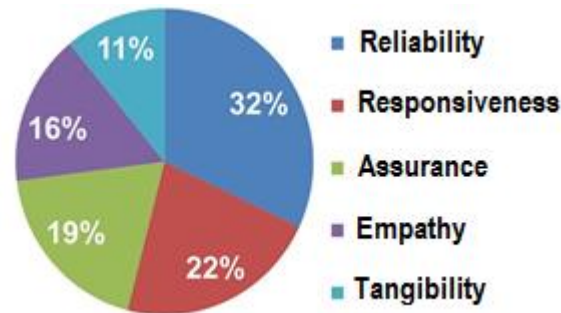
2.6. THE ROLE OF QUALITY DESIGN AND SUSTAINMENT OF THE SERVICE EXPERIENCE:

Service quality concerns the attitude of a comparing that results from its performance expectations and relates to the aspects of costs reduction and profitability, competency in business operations and service delivery, including customer satisfaction and customer trust (Knowles, 2012). The salon management and employee commitment to interact with customers and efficiently handle customer complaints might positively impact on customer loyalty and retention. Service quality maximises customer equity and lifetime value, the effective CRM impacts on service quality and promotes mutual bonding which is initiated by the structured ties of interactions, including financial and social benefits (Somasundaram & Krishnamoorthy, 2013).

The mutual bonds reduce customer loses and are defined by types of marketing, retention measurements, cost reduction or loses; the process is a two-way support of positive customer relations and care (Foster, 2013). Factors that induce customer satisfaction and quality service are highly common in the literature and confirm that quality positively impacts on customer satisfaction, loyalty and retention (Alshahrani, 2015). The CRM strategy supports quality design through activities which are customer focused and the salons can use customer knowledge to nurture and improve customer satisfaction through quality service. The alignment of CRM strategies promote an overall improvement of business operations and service delivery efforts (Franken, 2014). The knowledge co-creation also promote quality improvement through the product/service-mix brand communication strategy. Strategic quality design is initiated by listening to the voice of the customer and plan accordingly. The aligned quality design promotes efficiency to enhance effective CRM activities for creating service experience (Golder *et al.*, 2012).

2.6.1. The Employee's Behaviour and Commitment to the Service/Product Quality Delivery:

Organisational culture defines employee attitude and willingness to deliver quality service to customers with competence. The bad and negative enterprise cultural traits and business beliefs potentially hinder the customer from voicing complaints and breaks the long-life bond a company had created. The activities for a CRM strategy must be customised and aligned to organisational culture (Hill, 2011). The SERVQUAL model is a guiding tool when designing, the tool governs and enhances performance within the service-based business as rated in figure 2.



Source: Zeithaml *et al* (2009)

Figure 2: The five Dimensions of SERVQUAL

The fact that SME salon businesses dominantly operate within a service-based business environment, usually there is 80% service delivery versus 20% product retail combination. Therefore, the salon has to focus on service/product-mix marketing in quality design and improvement. The keen SME salon business encourages employee involvement in strategy development decisions to create supportive and stable relations across the organisation. The design of a quality service concern all internal and external customers to differentiate internal service activities for the benefit of the business and customers. The capable SME business can consider the set up key of performance indicators (KPIs) in order to rate customer satisfaction, the life time value and retention periods (Adalikwu, 2012). The five dimensions of service quality include: reliability, responsiveness, assurance, empathy and tangibility (Somasundaram & Krishnamoorthy, 2013). Zeithaml *et al.* (2009) developed the SERVEQUAL tool to prioritise each dimension's contribution to the service quality operations. According to Zeithaml *et al.* (2009),

The service-based company that can meet the criteria set by the SERVEQUAL tool and get the dimensions right, has found the key for customers loyalty towards its service. Figure 2 shows that on the given tool, reliability measures 32% and rating the highest contribution on reliability for accurate delivery of the promised experience. The fancy product might have the looks, but miss the utilisation purpose, failing to offer the expected results (Zeithaml *et al.*, 2009). The tool rated *responsiveness* at 22.0% as the willingness to help customers and provide prompt service. The committed employees who conform and adapt to the positive enterprise values and norms will show a well cultured behaviour. Such employees are key to the plans for implementing the CRM strategy successfully. The positive employee behaviour cultivates enterprise's positive culture and impacts on the quality of service delivery. The employees' willingness, attitudes and behaviours in response to customer needs and customers care portray service quality and it is measured by the speed of delivery (Long *et al.*, 2013).

The service *assurance* reveals work knowledge and courtesy of employees towards customers and it measures 19.0% in the SERVQUAL tool. The employees' ability to convey trust and confidence erases negative customer information initially gained through peer-to-peer interactions about that service. Employees exert a strong impact on the salon's CRM intentions because negative employee behaviour reduces brand appeal and kill customer trust for the service or product (Bhattacharya, 2011). Hence, training employees on work skills adds value on service delivery efforts (Atkinson, 2011). The tool rated the *empathy* dimension as another strong aspect of service quality by rating it at 16.0%, to confirmation that employees must create the best and friendly service environment through employee attitudes and care when delivering the service (Yadav *et al.*, 2013). *Tangibility* relates to the appearance and care for the physical facilities, equipment, personnel and communication materials, it was rated at 11.0%. The work floors of the salon store must abide to the 5S operations quality rules about the *sorting* of all work tools per function for easy access when they are needed for

use, the rapid retrieval of work equipment speeds the process of service delivery. The work space that is *set in order* upholds the quality of service and continually improves products/services delivery processes (Zeithaml *et al.*, 2009).

2.6.2. The Values of Quality Function Deployment (QFD) and the House of Quality Tool:

The quality function deployment (QFD) and House of quality address customer focus service intentions by identifying and managing service/product design trade-offs (Terninko, 1997). House of quality is “part of the QFD and it utilises a planning matrix to align customer needs with SME’s quality plans about meeting customer preferences (Foster, 2013). House of quality is a QFD tool and the “graphic” technique for defining relationships between customer desires and service/product design (Terninko, 1997). The quality function deployment (QFD) is defined as a process for determining customer requirements and translate them into attributes (Heizer & Render, 2014). Using the QFD tool, planning matrix shows weighted importance of each requirement that “Us” engineers and competitors attempt to fulfil. Customer ratings, typically ranging from 1 to 5, are given to each company under each requirement. The planning matrix is part of the “House of Quality” matrix. The main function of the interrelationship matrix is to establish clear connections between the customer requirements and the performance measures designed to improve the product or service (Terninko, 1997).

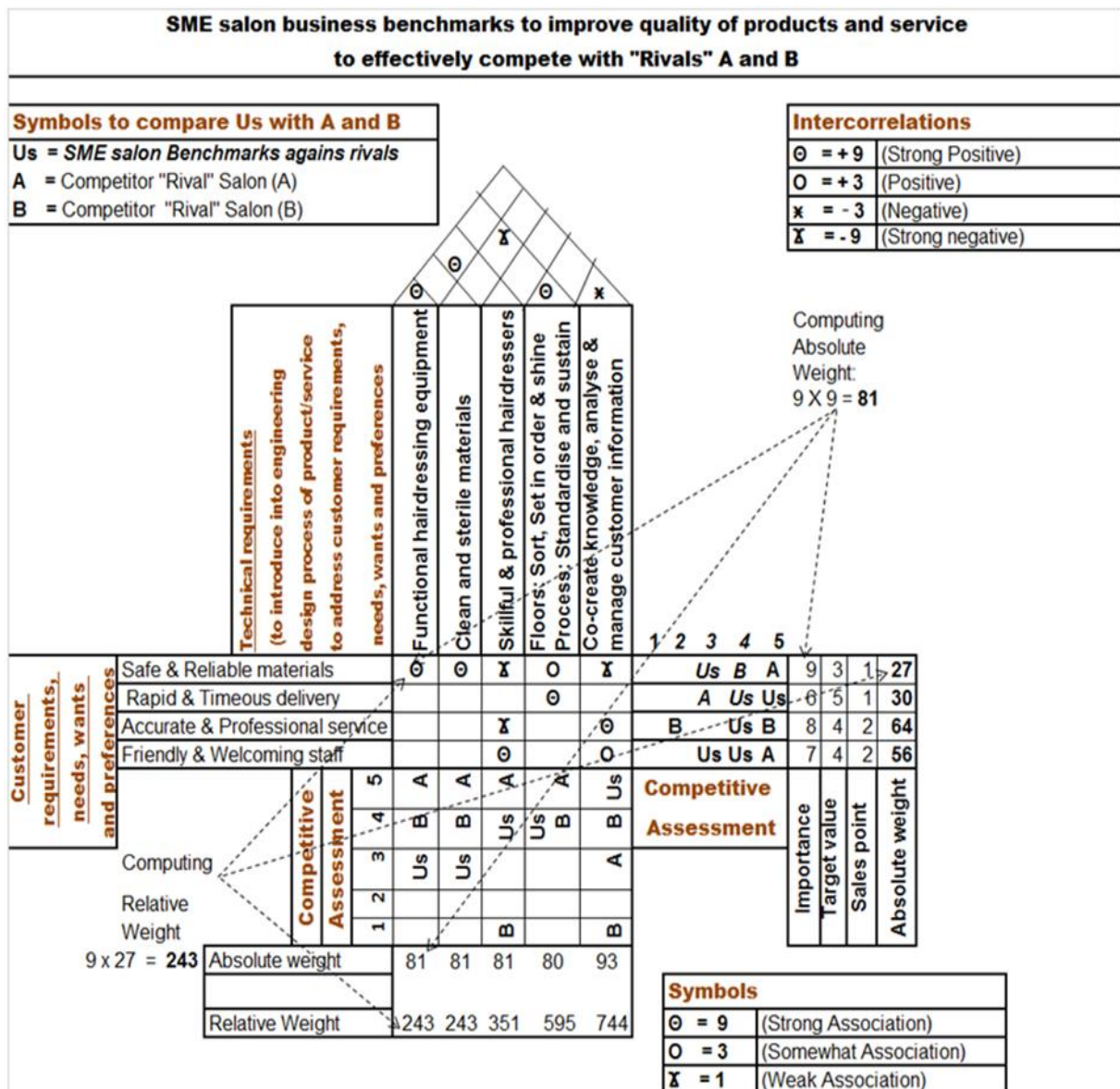


Figure 2: QFD and the House of Quality

Source: Foster (2013)

(*Note: Based on the stated assumptions and with reference to figure 3, the word “Us” represents the benchmarking SME salon business. Letters “A” and “B” represent assumed competent market rival brands as main competitors in the industry*).

The ‘Roof’ part helps to develop relationships between customer requirements and product/service requirements. The technical correlation matrix must identify where these units (i.e., customer and service requirements) must work together, otherwise they will be in a design conflict. The final output of the matrix is a set of target values for each technical requirement to be met by the new design (Juran & Defeo (2011).

The technical properties matrix uses specific items to record the priorities assigned to technical requirements. Matrix provides a technical performance achieved by competitive product/service and the degree of difficulty in developing each requirement. To elaborate on the House of Quality illustration as in figure 3, the enterprise first listens to the voice of the customer and associates customer needs, wants and preferences voiced on the House of Quality. From the benchmarking SME salon’s perspective, House of Quality is a very useful QFD tool to translate the ordinary language obtained from customer needs to technical specifications understood by engineers and to facilitate inter-functional cooperation between marketing, engineering and manufacturing.

The House of Quality is introduced one-step-at-a-time to demonstrate development and analysis and needs a mutual understanding from the customers and the enterprise views. Noting the components of the tool’s matrix, the wall, ceiling and roof define the designing process: 1) the customer requirements are listed on the left-side wall of the house, 2) the technical requirements are listed on the ceiling, and 3) the roof component is the technical correlation matrix of the tool. The house of quality aligns “technical hows” on ceiling against the listed and related customer requirements on the left wall of the “House”. The design relationships rationalise the alignment of customer focus and business competency. Customer needs, wants and preferences are translated into product and service designs through engineered design values that create a relationship matrix as listed on the roof (Bhattacharya, 2011). To bench mark, the ‘Us’ salon technical team lists and compares customer preferences to differentiate service/product per requirements, and it is vital to note that customer needs keep changing.

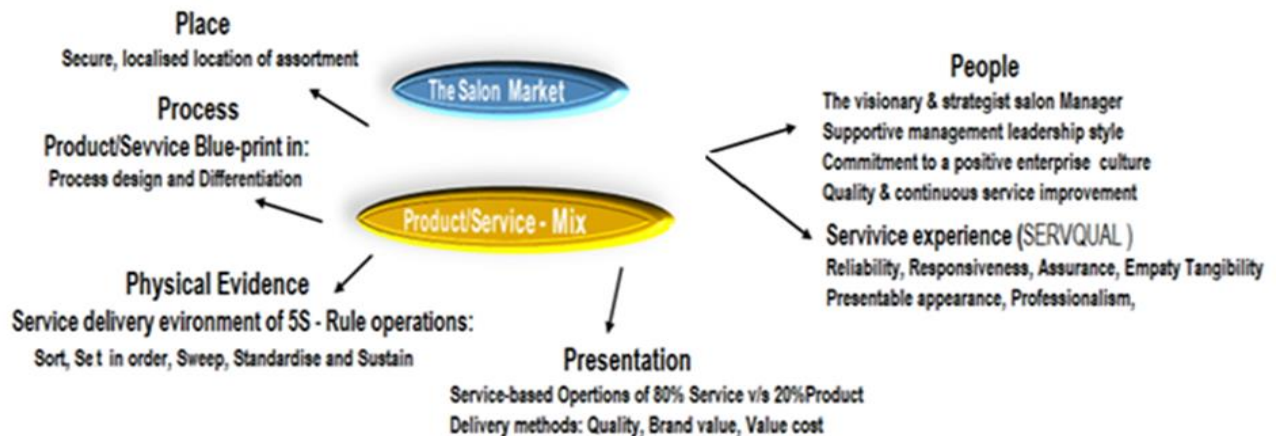
The two competitive sections are primarily, based on customer perception. The lower level or foundation is the benchmarking area and target values are used to rank the ‘how’s’ (the actions to be taken by the benchmarking “Us” in order to infect satisfaction of customer needs. To achieve the expected results, co-creation must be the umbrella source of all the information needed to design the service/product (Malthouse *et al.*, 2013). The results are determined as positive and negative correlations. With this information in mind, the “Us” salon’s operations Unit now performs a competitive assessment on customer requirements to gauge the stand of a newly designed service/product against other competitors (A and B) in the salon industry. For example, if the salons A and B in figure 3 above are competitors on the top of this market, the salon engineers should prioritise customer requirements competitively and at intentional level (Noe, *et al.*, 2015).

2.7. THE BENEFITS OF INTEGRATING CRM INFORMATION RESOURCE CAPABILITIES:

Web 2.0 improved and created new ways of channel integration of people processes and technologies for an effective CRM strategy and activities.

2.7.1. The Product/Service-Mix (5Ps) Brand Communication CRM Strategy

Customers make buying choices that give more weight, and based on personal view of attached benefits, than on company’s benefit. SME salon managers who develop CRM capabilities, would be supporting both staff and the customers. CRM activities promote a positive culture, create competency, business profitability and customer satisfaction. Since the SME salons market show dominance of service based activities, the focus on 80% service v/s 20% product rules designs for delivering business and customer value. The enterprise could deliver customer experience by designing CRM strategies that integrate product/service communication and presentation. The service offering *process*, structuring of service/product *presentation*, *people* who are offering the service, *physical evidence* and *place* should communicate salon brand name (Chen & Popovich, 2003). Product/service mix ensures *processes* for creating customer experience in order to create value for the customer. The commitment to CRM reduces total cost on buyer’s risk and increases customer value as illustrated in figure 4.



Source: Kotler & Kelley (2012).

Figure 3: Product/service mix (5Ps) for creating customer value

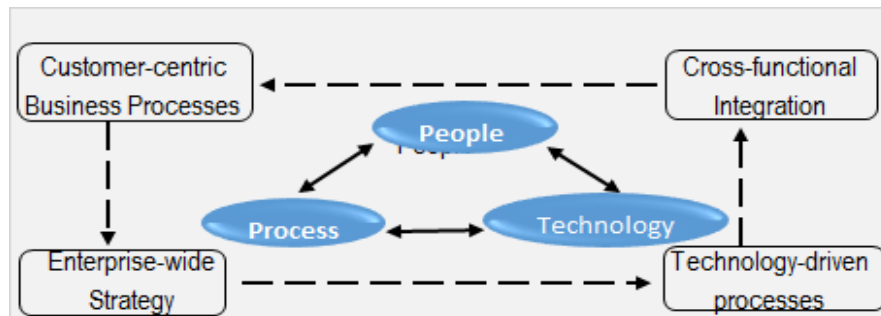
The differentiation of product/service design create the brand's blue-print and standardises the service offering processes to ensure flexibility and rapidity. Differentiation of service, products and the delivery methods create a competitive strategy that might encourage and influence customer choice by virtue of the customer perceived value (CPV). The customer perceives the value of a service on the bases of the difference between what the customer gets and what he or she gives for the different and possible choices in place. Figure4 shows that the *people* offering the salon service should accurately provide brand professionalism for that expected value promised to the customers. Therefore, customers gain the confidence to trust in the brand assurance about the delivery of service quality through employee knowledge and professionalism. *Physical evidence* could be aligned to customer perceived value (CPV), as a maximiser of customer choices and patterns of purchases (Noe, *et al.*, 2015).

The salon's place of location, and the competitive presentation of service and products guarantee the customer's expected service experience at a glance. The work space environment in which the service is delivered should complement the brand's blue-print to ensure the total customer cost (TCC). The TCC concerns packaged costs the customer expects to incur in evaluating, obtaining, using and disposing off the given service offering, which includes the time, money, energy and psychic costs (Kotler & Keller, 2012). The security of salon's store location *create* a "pulls" strategy to the customer's *place* of safe operations that can be trusted. The localisation of salon services can limit fear of the unknown, assortment offers might offer the customer variability of choices. The service/product *presentation* and communicate brand appeal to earn the customer brand loyalty. The quality of service delivery achieves bonding and retention and promote customer satisfaction value that might help to retain high value customers longer. The quality designs of product/service-mix integrates brand communication and stimulates brand appeal. The marketing-mix is a competitive strategy, which in this study has involved the 5Ps to demonstrate the concept of product/service-mix of brand communication. The 5Ps brand communication strategy in this study regards that the *presentation* of the service experience (SERVQUAL) to customers through quality processes at a secure *place* that also declare the brand's "promise", is driven *people's* will to involve the 5S operations rule of the work floor's *physical evidence* and ensure quality service delivery (Mackevičiūtė, 2013).

2.7.2. The Integration of People Process and Technology as Components of the CRM System:

The combined value of CRM and social media create a two-fold integration of the contemporary and the traditional CRM approaches in customer relationship development. The CRM integration is enhanced by combining SCRM and TCRM touchpoints (Mohammed & Rashid, 2012). The Web 2.0 Internet technology protocols create the all-in-one CRM strategy to leave no customer in isolation, the enterprise's work teams can operate in cross-collaborations. Integrations enable vertical and parallel collaborations of activities such that the self-managed and cross-functional work teams can focus on a single goal, which is the "customer" (Nel *et al.*, 2014). The CRM strategy integrated activities can lure the customers the salon services and products using integrated channels. The CRM system integrations promote service delivery and product communication, the salon can systematise and fuse resources into a multi-media CRM channel that bills

effectively and supports customers efficiently (Baird & Parasnis, 2011). The all-in-one CRM strategy integrates the support to internal and external customers through data warehouses and data mining to enable on-time supply chain and scheduling. CRM integration provides management with operational real-time business information to inform decision making (Saarijärvi *et al.*, 2013).



Source: Chen & Popovich (2003).

Figure 5: Integration of main components of CRM strategy

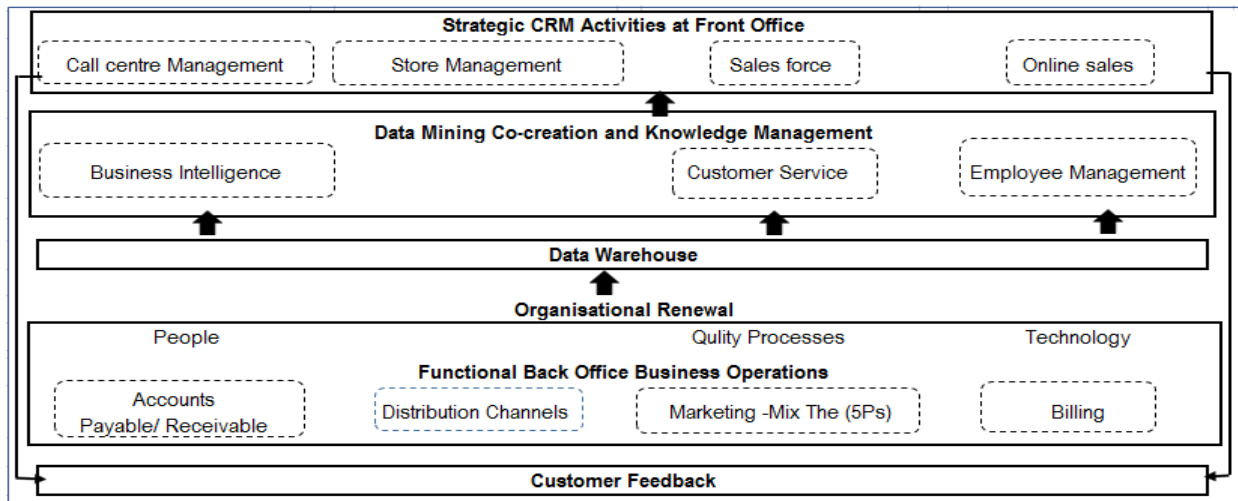
The CRM protocols and touchpoints coordinate vertical and parallel collaboration of functions, including the front and back office activities (Nel *et al.*, 2014). The real time transaction process system (TPS) empowers management to make informed decisions about service delivery, product supplies, pricing and sales. The all-in-one CRM allows the collection of reliable transactional customer data at various levels, for modification and retrieval. The technologies enhance CRM capabilities, improve service quality and promote rapid response to customer needs. The all-in-one CRM can harnesses basic electronic and physical tools and resources for business efficiency by integrating the technology, the people and the processes to create a conducive work environment (Laudon & Laudon, 2011).

The salon employees enjoy a supportive end-to-end customer lifecycle management, to also meet customer needs, wants and preferences satisfactorily. The integrated CRM creates the work process environment, in which the employees and customers benefit on the support and promotion of activation, interaction and bonding through efficient service/product delivery. The CRM activities about customer scheduling and billing through automated functional transactions are operated in the context of enterprise-wide and customer-driven processes, technology integration, and cross-functional work teams to offer customer and business value (Choudhurya & Harriganb, 2014). To build and grow the customer base, the enterprise can actively stream smart views across all activities such as: the reporting, alerts and permissions; the web IOS (iPhone/iPad) Operating System and Android applications; the Gmail and Outlook plugins, etc. The media monitoring enables effective correction of past faults and conducts prevention reviews to limit future mistakes by promoting co-creation between customers and the salon enterprise. The benefit of integrations is that each component enhances usage and creates a channel to acquired customer knowledge and information (Mackevičiūtė, 2013).

2.7.3. The Integrative Approach in Creating Value for the Business and the Customers:

The integrated CRM system mines customer data from all CRM touchpoints and links the back and front office business activities to create a single and comprehensive customer view. CRM activities uncover profiles of key customers and predict customer purchasing decision patterns. The centralised Data Warehouse is accessible by all employees to view and update customer data for the purpose of improving customer satisfaction and loyalty. The customer data analysis, customer segmentation and segmentation of potential customers transfer customised and targeted marketing and sales campaigns to the customer. The integrated CRM positively impact on the enterprise salon's service delivery and the creation of customer experience in delivering the service. The CRM activities such customer activation using web forms, email marketing, custom sales process, lead management, contact management, positively impact on product/service delivery. The impact of integrates CRM align functional activities for billing accounts, distribution and marketing channels. Moreover, the automation of front office functional operations are informed by various databases to deliver relevant and individualised sales messages to customers. The integrated CRM helps salon to manage employee timesheets and cunning discounts by using the invoice templates and online QuickBooks. Automated CRM activities enable self-

service to reduced queues and simplifies the ordering or buying time by using pre-filled order forms and email reminders. The concept of project management support the functional back and front office operations as shown in figure 6.



Source: Kumar & Reinartz (2012).

Figure 5: The integrated CRM strategic model

The customer’s shopping experience is tailored to allow customer support by linking the use of customer portals, checking customer support status, and creating knowledge based articles. Again, the integration allows for rapid updates and responses to customer comments, feedbacks and information communication delivery (Artrill, 2015). The customer self-service protocols empower customers to use web-based password access to reduce order entry cost and customer service costs. The enterprise can identify and track potential customers to increase and broadened customer base and sustain highly focused prospect tracking. The CRM helps a salon business to generate reports out of current information, to uphold accuracy and efficient reporting. The SME salon can make regular updates on customer information, forecasts revenues and analyses customer trends and the timely management decision are informed and improved (Amoako *et al.*, 2012).

2.8. THE PROS AND CONS OF CRM CHALLENGING THE STRATEGY EXECUTION:

The pros and cons of the CRM are key challenges against the organisation’s effort to implement the CRM strategies successfully. The problem lies in the fact that the CRM challenges are embedded within each component, model or system, regardless of the vast benefits discussed earlier. The related CRM challenges are highlighted in contrast to CRM benefits towards the company and the customers. This is because each underlying challenge links to a benefit; hence, the approach to a direct association and contrast (Alipour & Mohammadi, 2011). As stated before, SEMs including salons are in lack of capacity and capability to manage the CRM system effectively and efficiently. The cost required to employ CRM specialists or to contract consultants is very high for an SME salon. Due to lack of enough capital, is huge setback and direct failure to select, obtain, maintain and manage support to the salon (Jercha, 2012).

1) On-premise CRM model examples such as Siebel, Oracle, SAP and Chordiant are well-known and can be tailored per business needs and be integrated with other business systems, providers offer flexible packages suitable for the salon’s operations. However, the challenges are that on-premise models can be highly expensive in the short-run, the cost vary from thousands to millions. The salon businesses might not have enough capital to purchase On-premise CRM models. The serious challenges also relate to skills, knowledge, resources and capability to implement and run the on-premise systems. Moreover, the models might take longer to implement; ranging from months to years and highly costing (Alshahrani, 2015).

2) Hosted-CRM examples include Sage Software, Microsoft Dynamics, Entellium, Clear C2, SAP, NetSuite, VanillaSoft, etc., and the models can be less expensive in the short-run; rentals range from R9 900 to R23 000. The cost might look affordable, but hosted CRM models require standardised operations which is not always the case within the salon market.

The hosted CRM need no internal support, maybe a little IT support requirement, and the models can be rapidly implemented within months. However, the embedded challenges concerning integration problems with other back office systems. The challenge is that someone in the salon business must be assigned to control customer data and information, and salon must have the kind of market related IT wage for the skilled trusted person. If the provider was contracted, the termination of contracts usually lead to loss of crucial company and customer information (Mohammed & Rashid, 2012).

3) The challenges hindering successful implementation of CRM strategies include the lack of guidance, the integration woes, the lack of a long-term strategy and dirty data, the lack of accountability and employee buy-ins. Besides CRM's ability to achieve customer retention, collapses that occur during the CRM implementation result from the failure to retain customers and that the company lacked knowledge and understanding of what CRM was all about. The lack of knowledge and skill result into confusing CRM attributes, which leading to more problems of exorbitant costs. CRM can be a costly because the investment of people, computer hardware and software are costly to an SME business. Moreover, the poor focus on the set objectives and overlooking wholesome alignment with business goals and strategy can be disastrous. The lack of capability and insufficient resources within the SME business can hinder progress and lead to failure. The little funding of the project leads to budget constraints and badly impact on the profitable income, and then close down. The CRM collapse might relate to many challenges, including: the lack of technological skills, or hire people who cares less about customer knowledge or to learn and understand customer needs and preferences, or the company has unwilling management team who adopt irrelevant customer strategies. The poorly skilling and networking can limit creative innovation on implementing the CRM tools (Amoako *et al.*, 2012).

2.8.1. The Challenges Related to Managing the Integrated CRM Channels:

The distribution channels are meant to manage the flows of services and goods from suppliers to the enterprise and to the customer (end-user). The CRM activities involving activation, interaction and marketing manifest over CRM channels which transport information flows between either parties by using one or more touchpoints. A channel is basically a format for accessing a customer base (Trainor *et al.*, 2014). The large number of a multi-channel system offers greater coverage. However, there is a risk of intra-brand competition, pressure on product/service pricing, reduction of service outputs and fatal damage of brand image. The complementary-mixed channels cover most customers and service output demands, and lead to customer satisfaction. However, numerous mixed channels require considerable coordination and administration efforts; SMEs might not have the capacity to manage. Moreover, the greater customer value in multichannel systems requires high channel coordination efforts and price differentiation between channels in operations might be a concern (Kumar & Reinartz, 2012).

The lower channel coordination can increase short term profits; however, lower customer-retailer loyalty and lower customer value might fail the long-term goals (Brito, 2012). Managing direct and indirect channels can be a challenge for the SME business because the indirect CRM requires use of intermediaries to manage end-to-end customer relationship directly. Thou the cost of intermediary activity is less costly for self-efficient companies, SMEs salons might not have the capital. The SME might lack capacity to control over the intermediary's CRM activities and poses a high need for intra-channel coordination. Indirect online channels are low-cost alternatives, and with greater coverage for SMEs; however, customers are normally price-focus and have low switching costs to stay and tolerate higher prices. Therefore, customer retention is a high challenge and to elicit customer information in all channels; also, to centralise data processing can be overwhelming for the SME salon business (Brito, 2012).

The direct CRM channels offer SMEs control over CRM activities; the customer Intel guarantees information quality and the service delivery. However, implementing CRM is costly and requires specific skills for channel management; hence, SMEs has a huge capacity challenge. Direct online channels are lower-costing alternatives for SME salons to achieve valuable source of customer information coverage, since customers are price-focused, low switching costs remain a challenge. The direct offline CRM channels enhance the ability to create social and economic bonds with customers. But still, the direct CRM channels can be costly and the SME salon might not maintain more and more switches to electronic channels and/or develop customer self-service strategies without consulting a specialists. The widened coverage of consumer population improve customer information and lower dependency on specific channels. The partnerships also improve the activities of distribution, marketing and interacting channels; however, the multi-channels entail media planning, to manage them demands expertise due to channel differentiation and conflict (Kumar & Reinartz, 2012).

2.9. CONCLUSION:

Technologies required to install traditional CRM models can be costly to the SME salon store. However, Web 2.0 Internet-based CRM technologies are cloud-hosted and run on mobile hand devices. The social media networks platforms allow the creation of social communities and can be used for CRM business purposes to save costs. Bigger salon brands might afford to buy CRM models for an integrated CRM strategy. The cloud-based systems is cheaper for the SME salon business to consider. Customer Intel can be accessed, organised and analysed to forecast online sales. Web 2.0 Internet encourages salon personnel to learn new skills, collaborate between functional teams, and allow for customer engagements (Ang, 2011). The next chapter has covered research design, philosophy and research strategies which defined the research techniques and adopted statistical contingencies used to sample and gather unitary data in order to analyse and interpret results.

3. RESEARCH METHODOLOGY

3.1. INTRODUCTION:

The types of research tend to follow a logical structure of inquiry and requires a particular method of data collection. Most convincing results require examination of weaknesses in order to identify alternative approaches and theories that could make the most sense. Prominently, choosing the most demanding data could be more fruitful. Developed research instruments are piloted to validate reliability in yielding intended results for identified study objectives. Ethical research treats respondents with respect; recommendations embraces philosophies and strategies and methods are aligned to a particular design.

3.2. THE RESEARCH DESIGN:

Research design reflects the purpose of inquiry such as casual-comparative, correlational, explanatory, descriptive, exploratory, etc. (Steinberg *et al.*, 2011). The central purpose of explanatory design is to circumvent invalid inferences. Explanatory research is an analytical and very structured inquiry that identifies possible existing casual links between variables in relation to the problem on investigation (van Wyk, 2012).

Exploratory research is a detailed investigation the study uses to provide insight into a problem, or a situation where limited information about the subject exists (Creswell, 2013). Exploratory study is generally comprehensive, unstructured and informally flexible. The design mainly aims to identify boundaries within the environment of the research problem. The approach inquires of opportunities or situations of interest that are likely to reside, reveal and identify the relevant factors or variables that may be found there. Exploratory research design is most useful when investigating subjects lacking clear understanding, have high level of uncertainty and ignorance or are under-researched (van Wyk, 2012).

Descriptive research refers to a statistical study, conducted to identify patterns or trends in a situation, and it is more structured than exploratory research (Vogt, 2011). Descriptive research encapsulates accurate and valid representation of variables pertaining to the research question. Descriptive study aims to describe, explain and validate findings to encapsulate accurate and validate representative variables pertaining to the research question. Descriptive study is a scientific approach, and lacks comprehensive in-depth analysis into the subject on study (van Wyk, 2012).

This research adopts philosophical assumptions of descriptive design, to identify, analyse and describe factors contributing to the effects of CRM on salon businesses, and make objective conclusions on the subject. This study favours the descriptive research inquiry due to time constrain (i.e., to conclude the research study within six months from the date of registration). The approach is quicker and faster in analysing quantitative data by using statistical methods. Though CRM investigation is a new subject in the salon industry, the subject is broadly covered in other fields. The main reason for choosing descriptive design is that, to evaluate effectiveness, one has to identify factual data that can be used, and based on unbiased, validated and reliable information (Gusukuma, 2012).

3.3. RESEARCH PHILOSOPHY:

The fundamental philosophical concepts and values incorporated on the research paradigm are about reality and scientific quest for knowledge. Common philosophies include phenomenological and positivism approaches. Phenomenology regards ethnography, grounded theory, interviews, focus groups, case study, and action research strategies. Positivist

embraces survey, field and laboratory experiments, forecasting, theory proof and simulation strategies. Positivist largely uses natural sciences procedures to closely mirror issues and views of social science. The mixed-method combines the first two approaches by creating a semi-structured research design to discover potential variable factors about a particular situation. No single design had proved perfection in research; hence, an inclusive approach renders for a better and complementary approach (Donnelly, 2013).

Phenomenological research attempts to understand empirical issues from unitary perspective. To give meaning to experiences about phenomenal concepts, data is collected from those individuals who experienced the phenomenon. Observation and in-depth interviews are data collection methods. Phenomenology aims to gain meaningful understanding about everyday experiences by directly gaining the experience of the phenomenon under investigation. However, phenomenology cannot generalise the population, and has difficulty in employing statistical methods; its effectiveness depends on the researcher and research instruments being used (Kakulu, 2008).

3.3.1. Research Methods:

The contextualised research report represents different philosophical assumptions. Research pragmatism describes three fundamental approaches of qualitative, quantitative and mixed-method philosophies. Usually, the mixed-method combines qualitative and quantitative philosophies to gain effective results (Kakulu, 2008). The qualitative research makes a case or basic exploratory study to describe or explain observed human experiences in natural language. The development of concepts helps to naturally gain understanding of social phenomenon. Emphasis is placed on the subjective meaning of experiences and participants' views about contradictory beliefs and emotions on quest. Data collection requires unstructured recording which must be analysed to find rich and complex factors of the subject or situation (Saunders *et al.*, 2012).

The quantitative research involves explanatory study to convert collected data into numerically based analysis using statistical methods (van Wyk, 2012). Quantitative evaluations relate to statistical strengths or weakness of the resultant analysis by asking how much, how many, how often, etc. (Scarpa, 2012). The aim is to assess levels of measure, impact or effectiveness truthfully and understand worldly relations enough to predict and control. Survey questionnaires manipulate pre-existing data using computational techniques to create summarised conclusions and presented results through summaries of statistical findings about from factual analytical results (Vogt, 2011). The mixed-method research grants the freedom to unite the first two methods by associating the approaches for better results. Every approach has limitations, but using mixed-methods could enhance research results which creates logical combination of deductive theory on social science and transformative frameworks (Bernard, *et al.*, 2016).

3.3.2. The Adopted Research Philosophy:

This research had adopted the positivism approach because it is objective and could detach from the research units to allow the use of structured research instruments such as a Self-Administered Questionnaires (SAQ) to collect numeric data. Positivist approach was used to numerically quantify the collected data and analyse the significance objectively in order to generalise results to the population on study through mathematical concepts. The approach allowed for manipulation of reality by associating an independent variable with many dependent variables to identify regularities and relationship formations. Deduction methods could predict from analytical observations to explain realities (facts) and inter-relations between identified CRM variables (Adar, 2014). The compiled SAQ could pre-determine existing CRM variables from related data collected and analyse co-relations using statistical techniques. However, quantitative analysis had difficulty in recognising new and untouched phenomenon; statistical design conclusions bore some limitations to cover the topic in depth (Adar, 2014).

3.4. RESEARCH STRATEGIES:

Examples of positivist research strategies include survey, field and laboratory experiments, forecasting, simulation and theory proof.

3.4.1. Quantitative Research:

Laboratory and fields experiments are usually complementary to each other in research and also complement other kinds of empirical and theoretical works. Laboratory experiments highly generalise the real worldly aspects into a whole. The

strategies test theoretical propositions by abstracting away from complexities of differentiating stable from unstable incidences/variables. When generalisation is carefully made, series of experiments and varieties of observations help people to understand what is robustly generalised.

Forecasting strategies are numerous and include genius, trend, consensus, simulations decision trees, and more to inform most probable future alternative variables or choices. Simulation uses analogues to model complex systems such as aircraft mechanics, mathematical economic measure, and more. Cross impact matrix forecast relations between events and developments, and include the likelihood of other events. When inter co-relational is used to examine each component within the overall system's context, forecasters and policy makers are force to look at the totality of an idea. Proof Theory strategies involve several mathematical logic such as reverse mathematics and theorems applicable to computer science, linguistics and philosophy.

3.4.2. Research Techniques:

Types of survey strategies are mainly cross-sectional or longitudinal; the research techniques adopt simple probability sampling of study units. Determination of the representative sample (n) from a particular population (N) uses a formula $n = \frac{t^2 \times p(1-p)}{m^2}$ where, n = the required sample; t = confidence level at 95% (standard value of 1.96); p = estimated prevalence of the variable of interest (e.g., 20% or 0.2 of the research population) and m = margin of error at 5% (standard value of 0.05). Adhering to a required sample size had facilitated a higher precision and avoided lower representativeness. Also, adherence had avoided going over the sample size since it could cause a diminished rate of enhancement in the precision of the survey outcomes. Probability techniques needed for a quantitative survey research strategy include systematic, simple, stratified, and cluster (area) randomisation techniques (Kumar, 2014).

3.4.2.1. Systematic Randomisation Techniques:

Randomised systematic techniques select samples based on a system of intervals in a numbered population. Population units are listed from 1 to N and the n (sample size) needed decide on by use of a formula: $k = N/n$ as the interval size. The randomly select integer is between 1 to k, and every k^{th} unit is then taken. In this survey research strategy, the systematic techniques were not applicable. Systematic procedures are that, in case of $N = 100$, techniques are ensured by selecting a determined sample such as: $n = 20$. In a random order, the population is then listed, and a sampling fraction is set at $f = 20/100 = 20\%$. An interval then set on the size k (that is, $k = N/n = 100/20 = 5$). Therefore, selected random integer would be from 1 to 5. Assuming that the number 4 was selected, the sample would then start with 4^{th} unit in the list. This means that every k^{th} unit (which is every 5^{th} interval, considering that $k = 5$) would have the following units: 4, 9, 14, 19, and so on until all 100 units were exhausted in that interval (Creswell, 2013).

3.4.2.2. Simple Randomisation Techniques:

Simple randomisation is the simplest technique applied in this survey study (within the chosen technique). The objective was to select (n) units out of (N) population such that each N/C_n had an equal chance of being selected. From JHB Region-A, population (N) was 1000 SME salons and the sampling fraction was $f = n/N = 100/1000 = 0.10$ or 10%. In this study, salons were randomly selected (by virtue of agreeing to participate) from any of the suburbs listed in Appendix: E. Procedures for simple randomisation usually use a table of random numbers generated by a computer. To enable accurate statistical data analysis in this study, the SPSS programme randomly generated identification numbers to each collected and fully completed SAQ from salon managers (by virtue of their responses to the SAQ) at four SME salon clusters. The sampled homogeneous units were identified and grouped into heterogeneous clusters: Sub-standard; Standard; Classic and High classic (Creswell, 2013).

3.4.2.3. Stratified Randomisation Techniques:

Stratified techniques are usually confused with cluster techniques; but in contrast, proportions or quotas divide a population into homogeneous strata (subgroups) to get simple random samples in each subgroup and data is collected from each sampled unit in each stratum. The objective is to divide the population into non-overlapping groups (i.e., strata) $N_1, N_2, N_3, \dots, N_k$, such that $N_1 + N_2 + N_3, \dots + N_k = N$ to enable a simple random sample of $f = n/N$ in each strata. Preference to stratified techniques are for the reason that it assures overall representativeness and involves key sub-groups of the population, including the minorities. The different fractions of strata were selected randomly and weighed within-

group estimates (i.e., proportionate stratified) to capitalise on the fact that $n = 100$. The fractions were determined as a sample of 100 salon managers who responded by completing an SAQ. Therefore, fractions 22/100 in cluster-1 plus 49/100 in cluster-2 plus 16/100 in cluster-3 plus 13/100 in cluster-4 = 100 study units. Hence, it could be said that each of the four clusters was a homogeneous representation of: 22 managers of Sub-Standard, 49 managers of Standard, 16 managers of Classic and 13 managers of High-Classic salons (Kumar, 2014).

3.4.2.4. Cluster (Area) Randomisation Techniques:

Techniques applied for this survey strategy was mainly simple and cluster (area) randomisation and featuring some aspects of stratified groups to allow for a cross-sectional research. The dominantly applied Cluster (Area) randomisation techniques catered for a widely disbursed population in order to select each of the units (salon managers) with little travel costs. Cluster (area) techniques could split a homogeneous population (in this case, JHB Region-A salons) to select heterogeneous groups (in this case, SME salons) to effectively measure selected study units/variables (salon managers' completed SAQs). Data was obtained from every randomly sampled unit of each homogeneous cluster. However, a complex statistical analysis was required to analyse the heterogeneous clusters (Wegner, 2012).

The steps used for cluster sampling were to collect study units from JHB Region-A, using simple randomisation 100 sample (n) from 1000 population (N) by: (1). Dividing the sampled population units into clusters of SME salons' target customers as defined by the market structure (i.e., according to economic levels of customers) as: Sub-standard; Standard; Classic and High Classic salons. (2) Using SPSS computer programme, units (the salon managers) select by simple randomisation were grouped into four homogeneous strata of: 1 = Sub-standard; 2 = Standard; 3 = Classic and 4 = High classic. (3) The 100 heterogeneous units within the clusters were measured and each homogeneous strata had: 22 managers in Sub-Standard, 49 managers in Standard, 16 managers in Classic and 13 managers in High-Classic salons. Clustering the SME salon business managers helped to identify that the market structure of salon industry was heterogenic (Wegner, 2012).

3.4.3. Reason for Choosing Positivist, Quantitative, Survey Strategy:

This study had adopted a positivist quantitative research strategy, and had involved reputable academia and statisticians to reduce factors of potential influence on the research outcomes. Surveys are common within social sciences and the service-based industries; moreover, surveys are viewed as easy research approaches. The survey study had provided a snapshot of how CRM practices were effectively impacting on SME salon businesses currently. The process of collecting quantitative data by using the SAQ had ensured that variability of the study units could not be manipulated, and that reliability of the research tool was validated. Quantitative survey strategy was a suitable choice because it gathered explanatory information and effectively investigated on the CRM subject within salon industry. Respondents could voice opinions and views about their salons' preferred CRM strategies and activities using the SAQ. Therefore, intentions of the study, to shift industrial thinking towards effectiveness of CRM within SME salon businesses could be well realised (Ravitch & Carl, 2015).

3.5. THE TARGET POPULATION:

Population refers to the full group of potential participants to whom the research wants to generalise the research findings. Population contains the items from which the research question statements sought to find out and about (Wegner, 2012). Research population of this study involved participating SME salon businesses in Johannesburg (JHB) Region-A. Individual units (responding salon managers) at each SME salon business in the targeted regional suburbs (areas) as shown in Appendixes D and E. The target population of this survey comprised of over one thousand (1 000) SME salon businesses (Ravitch & Carl, 2015).

3.5.1. Sampling:

In a positivist quantitative study, sampling refers to a process where units (people, organisations) are selected from the target population so that the survey could study the sample and generalise the results to the population from which they were chosen (Saunders *et al.*, 2012). Research sampling methods respectively use non-probability or probability theories in relation to qualitative or quantitative methods. The methods differ in terms of flexibility, but sampling should have a sample frame in relation to the related techniques (Bernard, *et al.*, 2016).

3.5.2. Sampling Frame:

Sample frame is a list of all units within the population which could get the chance to participate (i.e., salon managers who agreed to respond to the SAQ distributed) in the study (Zhang *et al.*, 2012). This research study used a compiled list of suburbs in Appendix E as a sample frame from which one hundred (100) salons managers were broadly sampled (by virtue of completing the SAQ) for participation (Gall *et al.*, 2007).

3.6. THE RESEARCH INSTRUMENT:

A questionnaire is a tool for collecting standardised data from research respondents, and the relevance of data collection process is accurately validated (Maxwell, 2012). The quantitative SAQ structured predetermined question statements used to investigate CRM variables in relation to research objectives. The tool individualised gathered factual data per each unit in a cluster and the specific circumstances to analyse factual information from people's attitude/opinions about the effects of CRM. Customers' satisfaction about a service or product was measure. Collected data offered baseline which could be tracked over time to examine changes. Clear instructions served to explain to respondents, the manner in which statements should be completed. However, quantitative questionnaires do not explore new, complex and difficult in-depth issues (Donnelly, 2013).

The corrected SAQ clarified, directed and effectively presented question statement to the respondents. Collected information was categorised, numbered and analysed in relation to each research objective (Zhang *et al.*, 2012). Pre-determined Likert Scale ratings created 5-point statements to agree or disagree with stated CRM variables (Maxwell, 2012). Question statements grouped variables about a particular CRM concept to allow generalisation to the study population (Stine & Foster, 2013).

3.6.1. Questionnaire Construction:

The SAQ was based on Likert Scale statements from one to five ratings of: 1 = Strongly Disagree; 2 = Disagree; 3 = neutral; 4 = Agree to 5 = Strongly Agree to SAQ question statements (Baruch & Holtom, 2008). Part-I, catered for demographic information and Part-II, covered the stated objectives as follows:

Part-I, section-A covered demographic statements: a) three on target gender (BT), b) six about age groups (BRS), c) seven on business location (BL), d) eight about business' operating period (BO), and e) eleven on customer base(BS). Part-II, had sections-A and B. Section-B was further divided into B-1, B-2 and B-3. Section-A addressed CRM strategies focused on SME salon customers to cover the first three objectives with regard to Aspects of CRM, the channels influencing trends of customer choices and preferences for a salon, as well as CRM strategies and technologies preferable to SME salon businesses in JHB Region-A. Question statements linked to particular objectives as below:

(a) Activation and interaction (AI1-9) statements to objectives one and two. (b) Bonding and retention (BR1-10) statements to objectives one and three. (c) Customer service and satisfaction had two split-halves:

(i) Creating customer experience (CCE1-3) statements to objectives two and three, and

(ii) Effective time management (ETM1-6) statements to objectives one and three.

(b) Customer care channels to address complaints and dissatisfaction used three split-halves as below:

(i) Dealing with online complaints (DOC1-5) statements to objectives two and three.

(ii) Dealing with face-to-face (FF1-5) complaints statements to objective one, and

(iii) Remedies to deal with dissatisfaction (RDD1-3) statements to objective one.

Section-B addressed CRM strategies focused on SME salon business operations, also covering the first three research objectives concerning competitive advantage and customer experience through people and service and quality as below:

B-1: Creating a competitive business

(a) Competitive advantage (CA1-9) statements to objectives one and three. (b) Profitability in pricing (PP1-8) statements to objectives one and three.

B-2: Creating service differentiation through people was split into:

(a) Customer satisfaction through service experience, with two further splitting statements to cover:-

(i) Ownership (O1-7) statements to objectives one and three, and (ii) Employees (E1-9) statements to objectives one and three.

B-3: Creating service differentiation through quality had covered CRM aspects about physical evidence (PE1-8) statements on exterior and interior salon space, to objectives one and three. The research instrument is Appendix C and was accompanied by a signed covering letter as Appendix B, in this study (Stine & Foster, 2013).

3.7. THE PILOT STUDY:

The pilot study is a tool to test feasibility, reliability and practicality of conducting the main study (Hazzi & Maldaon, 2015). A small scale test of the methods and procedures was tested beforehand as a mini version of the full-scale study. Formal sample size calculation of pilot study may not be appropriate, but in general, ten to twenty percent (10% - 20%) of the main sample size is the reasonable number for conducting a pilot study. Since the main study sample was 100 people, required total of ten (10) respondents as follows: Two from Cluster 1, five from Cluster 2, two from Cluster 3 and one from Cluster 4. Pilot study aimed to improve quality and test efficiency of the research tool. Identified ambiguities were refined and validated the tool to ensure effectiveness in the main study. Obtained results allowed modifications for the main study. Part I about demographic could not be effectively addressed by using the 5-point Likert Scale ratings. A participant could only agree or disagree to a one type of gender, age, location, etc.; hence, the 2-point level statements represented by (1) for a 'YES' or (0) for a 'NO' options. The changes helped to reduce redundant data and ensured valid and reliably responses from participants. The phrasing of some statements were refinement to ensure clear questioning and relevance to enable better data collection processes (Hazzi & Maldaon, 2015).

Though pilot study could not guarantee success of the main study, it increased the likelihood of its success. Though not a hypothesis testing, pilot study had examined feasibility of the intended approach, confirmed reliability of the research tool and exposed hidden shortcomings that could be rectified before conducting the main study. Effective and applicable cluster groups were per economic levels of salon customers and define by the market structure. Customer economic levels at lower earning preferred Sub-Standard, middle-low linked to Standard, middle-high favoured Classic and high- earners used High-Classic salon services. The data gathering method collected information according to the research instrument and per the study objectives (Friedman, 2013).

Clusters groups responded differently to CRM variable statements. SME salons in cluster-4 and Cluster-2 had niche market targeting male, female and children only. The décor set up at each niche store catered for the targeted customers. Participants who struggled with literacy of the language lacked understanding and returned the SAQ with incomplete answers (Sandhu *et al.*, 2014). After pilot study, minor corrections on the SAQ were made. Observations showed that latest mobile technology for CRM had cut across all clusters, but were applied at various levels and reasons. The use of Facebook and Tweeter dominates clusters 4 and 3 whereas WhatsApp was famous in cluster 2, but rarely used in cluster 1 salons.

The structure of the salon industry follows the country's economic structure. Salon managers rented fully equipped work spaces from owners who franchised the brand and set up an SME salon store. The master franchisors or founders defined the business strategies and processes. The owner set up or subscribe CRM system (if any), furniture, major equipment such as décor and marketing materials, etc. Each SME salon manager rented a particular work space inside the salon store to run their own businesses as sub-franchisers (Hill, 2011). Results of the pilot study impacted positively on the final design of the research tool and ensured effective results (Friedman, 2013). Pilot study revealed that SME salon businesses rendered services to customers at a particular economic level. The salons market structure was aligned to economic levels of targeted customers of identified clusters (Wegner, 2012).

3.8. ADMINISTRATION OF THE QUESTIONNAIRE:

Administration methods include postage, telephone email and face-to-face. However, the study deployed a face-to-face delivery and collection method. Postal and telephonic reach many people at low cost over remote and geographically wide area. Postal method yield little results due to possible language illiteracy or reading barriers, but can complete at their own

time. Telephone call backs could also be arranged at a convenient time, but refusal rate could be high. Emails inhibit control over who complete the questionnaire (Kirklees COUNCIL, 2006).

The study adopted face-to face (F2F) method due to the fact that the population area was not too wide. Advantages and disadvantages were that, research units could be covered at low cost, but responses were slow due to high refusal rate. F2F made it easier to identify relevant people, but with little control over completing period; interviewing skill prove to be a necessity. The SAQ was longer to collect more information, but took long to complete in one sitting. Salon managers shun from completing; at most, one SAQ was completed per store. The collection process was strenuous for the large quantitative sample of a survey study. Completing the SAQ could be done at the respondent’s convenient time, but literacy barrier hindered understanding of questions; direct verbal questioning closed the disability gap (Kirklees COUNCIL, 2006). Participants were visited and requested to take part in the research study by completing the SAQ statement. Salon managers were handed the SQA sealed in an envelope to complete at their own time. However, each respondent had a two week period allowed to fill the SAQ (Donnelly, 2013). The question statements predetermined salon manager’s views about attitudes, perceptions and preferences regarding CRM strategies, channels, technologies and activities being employed. Procedures for data collection, including adequacy, comprehensiveness and user-friendliness of the SAQ were tested for reliability (Gusukuma, 2012).

3.9. DATA ANALYSIS:

Data analysis is the process of evaluating data using analytical and logical reasoning when examining data variables components (Gusukuma, 2012). Collected data was coded and converted into statistical values using Statistical Package for the Social Sciences (SPSS) programme. The SPSS programme transformed information into numerical data. Statistical custom frequency tables and charts illustrated measures central tendencies and cumulative frequency percentages. Mean and standard deviation (SD) values validated reliability of the data analysis process. Statistical theories verified collected data applying and procedures of SPSS and Cronbach’s alpha to analyse correlations between CRM variables (Tavakol et al., 2011). CRM independent variables (people, process and technology) impacted on the aspects of CRM (strategies, channels and activities) to effect dependent variables. Resultant variables concerned value creation such as customer satisfaction, loyalty and retention including business competency and profitability variables (Kumar & Reinartz, 2012).

The effectiveness of CRM was analysed through deductive reasoning; results were generalised from specific CRM variables to broader aspects about SME salon business operations (Brick, 2011). Customer focus and enterprise capability were evaluated in relation the study objectives (Ravitch & Carl, 2015). The results of the research study were presented, analysed, interpreted and discussed under the concept of reliability. Internal consistency of the question statements was measured by using Cronbach’s alpha reliability coefficient. Cronbach’s alpha is a coefficient of consistency and can be written as a function of number relating average inter-correlation among the question statements. Resultant findings of collected data analysed in this study justified the philosophical positivist (quantitative) approach (Tavakol et al., 2011).

This study sought high quality tests to crucial evaluate reliability of collected data. According to Tavakol et al (2011) concept of Cronbach’s alpha is mandatory in evaluating assessors and questionnaire; estimations add validity and accuracy to the interpretation of data. Cronbach’s alpha tested reliability, but considering the test length and dimensions covered. The SAQ had longer testing, Cronbach’s alpha increase the testing reliability regardless of whether test is homogenous or not. However, higher alpha value (> 0.9) shoe good internal consistency and might also spell redundancies length (Tavakol et al., 2011).

3.10. VALIDITY AND RELIABILITY:

Validity test how well a developed instrument measures a particular concept it is intended to measure in relation to whether the right concept was measured or not, Bajpai & Bajpai (2014).

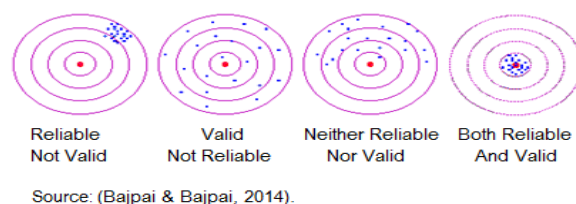


Figure 6: Validity and reliability of the research instrument

If a measuring device or procedure consistently assigns the same score to individuals or objects with equal values, the tool is considered reliable. Figure 7 illustrates how validity and reliability could be used to indicate stability and consistency the instrument upheld in measuring a concept; reliability helps to assess “goodness” of measure. Reliability of a measure indicates the extent to which it is without bias. Reliability insures consistent measurement across time and across the various items in the instrument. Validity refers to how well a test tool measures what it is purposed to measure whilst reliability is the degree to which an assessment tool produces stable and consistent results.

3.10.1. Types of Validity:

Validity ensures that a reliable test is valid; if a scale is off by (five) 5lbs, it reads weight with an excess of 5lbs daily. The scale remains reliable, for it reports the same weight every day. Still, that scale is not valid for it; add 5lbs to the true weight, which is not a valid measure for the particular weight. The SAQ use five levels of rating all CRM variables for analysis.

Translation validity includes face validity and content validity. Criterion validity covers predictive, convergence, discriminant and concurrent validity. Translation Validity states Face validity and Content validity to assess the degree to which individual accurately translate a construct. About concept of Maths, face validity look at the testing tool like maths testing book. By reading through the tool, face validity then decides, that indeed the testing tool like maths testing book is a good measure to qualify maths literate individuals. Face validity is the weakest and is not a very scientific type to demonstrate dependable validity, and this study did not make use of it (Phelan & Wren, 2006).

Content validity ensures that the tool actually measures what it is intended to measure by excluding other variables. Where face validity labelled a maths testing book “a good measure” to qualify a maths literacy learner, content validity sets criteria that define requirements for what a maths testing book must meet. Such criteria then measure the tool, to disqualify (if not met) or qualify (if met) requirements. Agreement is gaged against legislated elements about the requirements a maths literate individual should meet. Any alternative measure of testing maths literacy not qualified by the set criteria suggest doubts about investing on the testing tool. The SAQ was designed under approved Likert Scale ratings to validate such a research tool (Phelan & Wren, 2006).

Criterion validity predicts future or current performance to correlate test results with another criterion of interest. Prediction about how the maths testing book must perform must be based on theory for maths literacy. Predictive validity assesses the testing book’s ability to predict individuals’ maths literacy. If theory says a measure of maths literacy must predict how well a person would do in the engineering profession, the tool is given to experienced engineers to assess correlation between scores on the measure and salaries of engineers. High correlation gives a predictive validity for the theory. Literature on CRM suggested that creating customer experience promoted loyalty to a service. Hence, SAQ statements scoring high on service experience showed a higher customer base (Phelan & Wren, 2006).

Concurrent validity assesses effectiveness of the tool, if it provides useful information for improving specific aspects of a phenomenon. If tool is applied to outcomes assessment, results tell how well the tool has provided information that helped improve the programme under study. Say enterprise culture must improve developed initiatives to increase level of culture effectiveness is measured in identifying specific weakness enterprise culture, like employee-manager communication barriers. Outcomes suggest that the level concurrent validity of that tool assessed adequately (Phelan & Wren, 2006).

3.10.2. Types of Reliability:

Reliability types include parallel reliability, test-retest reliability and inter-rater reliability. This study favours the use of reliability and used Cronbatch’s alpha to make reliable analysis of the collected data. Parallel reliability is applied on different individuals at the same time but using different testing tools. This study had more than one set of questions to assess a CRM concept. Split-half questions were used in parallel to measure the concept of creating customer experience from responses.

Test-retest reliability is obtained by administering the same test twice over a period of time to a group of individuals. First and second time scores are correlated to evaluate the testing tool for stability over time. It occurs that a test designed to assess student learning on a subject is given to a group of student twice, with the second administration like in monthly,

half-year, trial or final examinations. The kind of tool could not be used for this study since it had a limited period, but in case of further research, the instrument can be tested again (Phelan & Wren, 2006).

Inter-rater Reliability assesses the degree to which different rating tools assess items. People do not observe or rate a concept the same; due to different interpretation of ideas, scores also differ. However, the same tool tests different individuals or items of measure. Multiple CRM variables were tested by a single statement about "offering complementary discount or free service". The statement scored 100% in addressing dissatisfaction but only 29% for profitability pricing (Phelan & Wren, 2006).

3.10.3. Control of Bias:

The SAQ was standardised to limit bias and employ statistical procedures (Donnelly, 2013). Survey study pursued factual objectivity of the research; bias that might influence participants' responses was not allowed. Hence, research tool was designed such that participants could express views in providing information and not lead towards a particular point of view. Smaller scale pilot study directly reflected and informed data validity and exposed shortcomings of the SAQ tool beforehand. Hence, re-phrased question statements were direct and clear to encourage respondents to reduce time of filling response (Puhan *et al.*, 2011). Simplicity and user-friendliness concepts when designing the SAQ were considered; respondents understood instructions. Talent dominated salon industry more than formal training; English language barrier hindered participation or asserted the need to verbalise in vernacular. The standard SAQ clearly outlined dependent and independent CRM variables to enable correlational analysis, Kirklees COUNCIL, 2006). (Kirklees COUNCIL, 2006).

3.11. LIMITATIONS OF THE STUDY:

The study produced interesting and meaningful findings about CRM effects in SME salon businesses, but there were some limitations. The study did not look into heterogeneity of the observations to examine the effects of CRM from a customer's perspective and see how they pose different results from parameters estimated. It could be interesting to investigate the impact of CRM within the beauty industry as a whole in relation to SME salons' organisational size and views of employees and suppliers. Moreover, the study did not focus on how businesses use of social media websites or what customers say about access to business services using social media CRM in comparison to direct traditional CRM channels (Trainor, *et al.*, 2014).

The focus on beneficial in contrast to negative effects of CRM to enterprise salons were briefly discussed, a longitudinal study could focus on actual operations of the salon business to allow test-re-test, covered in a longer timeframe. A qualitative study might also reveal in-depth information about the underlying CRM issues at salons. Also, the use of a mixed methods could enable a flexible research process and allow best application was limited to a single design and approach (Yousif, 2012).

3.12. ETHICAL CONSIDERATIONS:

Research ethics are more than rules of do's and don'ts, but the responsibility and integrity of research processes to offer the research subjects dignity and the well-being. The survey had recognised and balanced subjectivity; provided accurate research accounts and acted within the law. Ethical concern, power and confidentiality in conducting the study were fully adhered to. Account to social responsibility, competence, openness, non-discrimination, respect for others and intellectual property, responsible monitoring and protecting research subjects was followed. Ethical research principle for human participants was addressed by debriefing to reduce deception and certify protection of participants (David & Resnik, 2008).

Consent: Participants gave informed consent; respondents were briefed on maximum time (two weeks) to fill the SAQ. Respondents were free to participate and were not coerced, but voluntarily continued or withdrew from the study at their own right with clear understanding. Survey processes stayed at honest participation. Appendix-B escorted each SAQ copy as a signed letter of consent to the respondents (Stine & Foster, 2013).

Ensuring that no harm comes to participants: Possible harm to a participant could concern recording names on the SAQ, risk of information theft, in case the envelope was left lying around. Strict measures were applied to guard against loss of completed questionnaires. Completed SAQs were locked away in the car cabal during collection. After analysis completed SAQ were stored in a locked drawer at the study room, to ensure safe storage (David & Resnik, 2008).

Confidentiality and anonymity: Loss was strictly guarded against; no SQA information was used for personal or someone else's business benefit. Each participant's identity of was protected by restricting access to raw data. Respondents permitted usage of collected data and reporting processes safely hid each participant's identity. Permission obtained: Permission was obtained in person from each salon manager who participated in the study. Respondents who asked for the final research report, wrote email details separately (Stine & Foster, 2013).

Ensuring that permission is obtained: The permission procedures followed were different for each SME salon business across the four clusters. However, the need for drafting over 100 permission requesting letters at individual salons. Face-to-face requests were made to both store owners and managers who were employed or renting spaces at all the salon clusters. Permission could be either granted or denied, and where it was granted, questionnaire were either completed right then or left with the manager to be collected at a future agreed date to. Where permission was denied, especially by the store manager even if the space renting managers were willing to participate, no SAQ was left but a polite walk-away farewell was made. Salon managers who wanted to receive the marked and final approved copy of the research wrote their address to email the copy in a separate page of the road note book carried long during data collection (Stine & Foster, 2013).

3.13. CONCLUSION:

This section covered the research design, philosophy, strategy and the population on study. The pilot study was conducted to validate the reliability of the research instrument and had guided data collection processes in the main study. Weaknesses of the developed SAQ and aspects of bias were exposed and eliminated to reinforce reliability and ensure consistency of the research tool. The SAQ covered the pre-determined 5-point Likert Scale rating statements about CRM variables which were covered in the structured SAQ. Ethical principles were adhered to and deliberations about limitations of the study were made. In the next chapter, the information collected from data units across the four identified clusters of the salon market was analysed using the adopted research methods to interpret findings of the research results.

4. RESULTS, DISCUSSION AND INTERPRETATON OF FINDINGS

4.1. INTRODUCTION:

This chapter reported, analysed and deliberated on empirical findings of the collected data about CRM effects within SME salon businesses. This was done in relation to literature review in chapter 2 and to aim at answering the research questions posed in chapter 1. Response rate pertained to the research subject opened this chapter. The demography covered information about the targeted salon customers as introduced in research instrument at chapter 3. Furthermore, results of the collected data, and in relation to objectives of the study were covered by statistical pie and bar-charts. The frequency and custom tables were used in conjunction with statistical mean and standard deviation (SD) values for each question statement on variables about the effect of CRM. The identified CRM variables pertained the SME salon businesses were covered by pre-defined question statements and in relation to the study objectives. The order of analysing the variables were structured according to the lay-out of the developed research instrument and per the respondents' views. The results from the analysed data and the discussions about the findings were summarised by using the Cronbatch's alpha analysis (Tavakol *et al.*, 2011).

4.2. THE RESPONSE RATE

Response rate achieved for this research study is illustrated by Table 1.

4.2.1. Response Rate from the Population:

Table 1: Population representative sample, response rate

Descriptions	Values
Sample Frame of SME salon businesses in JHB Region-A	N = 157
Target sample for the research study	n = 100
Total questionnaires collected	135
Total questionnaires defected	35
Total questionnaires used for target sample in the research study	100 (100%)

Table 1 showed that, from the total population of one thousand (1000), one hundred and fifty seven (157) salon made a representative sample frame. The total SAQs were collected from salon managers who responded were one hundred and thirty five (135). However, the efficiently completed SAQs were one hundred (100), which made the exact figure for the sample of this study as stated in chapter 3. When there is a difference in the total returned versus usable questionnaires is regarded that the number of usable questionnaires becomes the numerator in calculating response rate, and must be used (Baruch & Holtom, 2008). In this regard, the collected SAQs exceeded the target sample number by thirty five (35); hence, the 100 SAQs were analysed, with zero missing numbers. Therefore, the minimum research response rate was 100% as was recommended for validating reliably in this study.

4.2.2 Response Rate for the Sample Cluster Groups:

Response rate achieved for this research study per cluster groups is illustrated by Table 2 and Figure 8.

Table 2: Percentage distribution of SME salon business cluster groups

Class	Frequency	Percent	Valid Percent	Cumulative Percent
Sub Standard	22	22.0%	22.0%	22.0%
Standard	49	49.0%	49.0%	71.0%
Valid Classic	16	16.0%	16.0%	87.0%
High Classic	13	13.0%	13.0%	100.0%
Total	100	100.0%	100.0%	

Table.2 tabulated representations for the 100 questionnaires collected. Respondents completed a total of 100% efficiently. The Standard cluster had highest of 49.0% responses, Sub-Standard cluster had rated 22.0%, the Classic cluster rated 16.0% and High-Classic cluster was at the lowest of 13%. The results were reliable and the exact figures of frequency contributions from each cluster to confirm that there was no missing data. The 100 questionnaires collected had valid reliably in representing the population of this study and by 100% responses. Brick (2011) asserts that probability random sampling has no bias in selecting samples from a population, the technique is reliable because of the drawn sample frame. The research results showed that the cluster groups out of data organisation and analysis were true representative of the salon market structure within the industry. The salon customers served by each homogeneous cluster group had economic levels being targeted by that particular group of salons (Statistics South Africa, 2014).

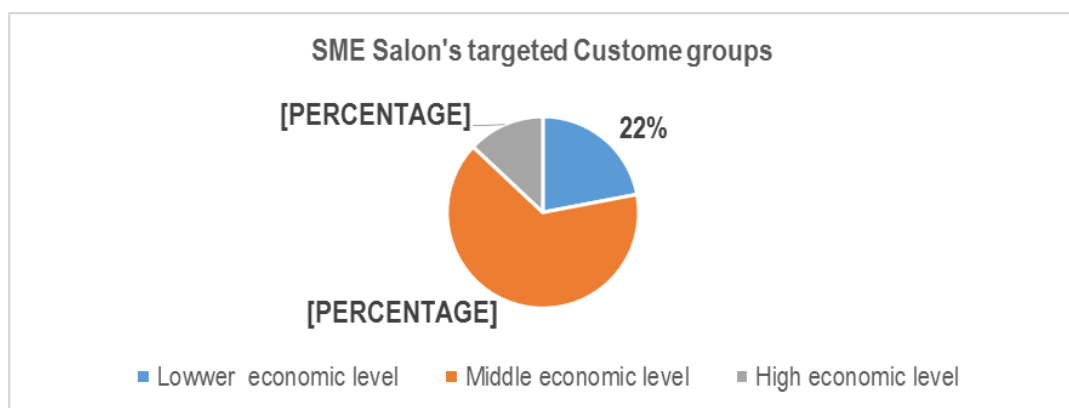


Figure 4: Pie chart on percentage distribution of salon business cluster groups

The pie chart in figure 8 compares research responses per cluster groups and in comparison to the South African's economic wealth distribution groupings. Looking across the research population, the structure of the salon industry is comparable to SA's economic groups of lowest level at 22.0%. By combining the Standard cluster with the classic cluster, we earning group of (49.0% + 16.0%) to define the middle level group at 65.0%. The High Classic cluster at 13.0% represents the rich minority groups in the economy, and who afford the most expensive salon services.

The results about the salon market structure respectively confirmed the wealth distribution economic proportions in South Africa which were defined by SA statistics as: 1) the elementary and domestic workers at 2.9 million, 2) the clerks, sales and services, skilled agricultures, craft, and machine operators) at 4.2 million and 3) the managers, professionals, and technicians at 1.8 million (Statistics South Africa, 2014).

4.3. THE DEMOGRAPHIC INFORMATION ON SALON’S BUSINESSES TARGETS:

The demographic needed discrete answers of “No” or “Yes” represented as 0 or 1 statements. The collected data was about the customer’s gender and age, the salon’s location, operating period and target customers.

4.3.1. Demographic Information about Target Customers:

Table 3: BT1 -3

Target Gender		No	Yes	Total
Female customers only	Count	94	6	100
	Row N %	94.0%	6.0%	100.0%
Male customers only	Count	88	12	100
	Row N %	88.0%	12.0%	100.0%
Both male and female customers only	Count	18	82	100
	Row N %	18.0%	82.0%	100.0%

Table 3 showed 82.0% of respondents agreeing with BT1, and disagreeing at 18.0%, which is a reliable and general indication that salons highly targeted services to both gender groups. Respondents showed a general disagreement with the rest of question statements BT (1 to 2). Only 12.0% agreed that males were targeted, but with 88.0% disagreements. Also, 6.0% agreed that females were targeted, but with 94.0% disagreements. Such a finding regarded that very few salons across the four clusters had created a female niche; male niches were a bit more.

Results confirmed that salon industry had minimally accommodated niche markets, especially for females. The previous study investigations confirmed that men and women use salon services variably (Alcoff, 2006). Since results showed that the male niche market rated higher in the salon industry, managers who intend to open a niche store in JHB Region-A can consider targeting male customers.

Table 4: BRS1-6

Target Age		No	Yes	Total
Elderly customers	Count	72	28	100
	Row N %	72.0%	28.0%	100.0%
Adult customers	Count	67	33	100
	Row N %	67.0%	33.0%	100.0%
Young adult customers	Count	64	36	100
	Row N %	64.0%	36.0%	100.0%
Teenage customers	Count	61	39	100
	Row N %	61.0%	39.0%	100.0%
Children customers	Count	65	35	100
	Row N %	65.0%	35.0%	100.0%
All age groups	Count	21	79	100
	Row N %	21.0%	79.0%	100.0%

Table 4 revealed that respondents agreed at 79.0% with BRS6, but 21.0% disagreed. This is a general reliable indication that salons targeted all age groups because all others were served at lower rates. Respondents agreed at 39.0% to BRS4,

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but had disagreed 61.0%. BRS3 had 36.0% and with 64.0% disagreeing. RS5 had 65.0% with 64.0% disagreeing. BRS2 had 33.0% with 67.0% disagreeing. Lastly, BRS1 had 28.0% with 72.0% disagreeing. The results suggested that the services across all four clusters focused on all age groups.

The reasonably lower percentages in agreeing with the rest of age groups showed salons served every customer in the market. The studies confirmed that certain age groups tend to use salon services more; women over forty five years (45) use salon services at a higher rate the younger age groups (Jercha, 2012). However, findings of this study reliable showed that people over 45 years used salon service the least in this target population.

Table 5:BL1-7

Target Location		No	Yes	Total
A busy mall	Count	76	24	100
	Row N %	76.00%	24.0%	100.0%
A busy shopping centre	Count	88	12	100
	Row N %	88.00%	12.0%	100.0%
A busy taxi rank	Count	96	4	100
	Row N %	96.00%	4.0%	100.0%
A busy street	Count	76	24	100
	Row N %	76.00%	24.0%	100.0%
An informal settlement	Count	96	4	100
	Row N %	96.00%	4.0%	100.0%
A township	Count	87	13	100
	Row N %	87.00%	13.0%	100.0%
A suburb	Count	43	57	100.0%
	Row N %	43.00%	57%	100.0%

Table 5 revealed that respondents agreed at 57.0% with BL7, but disagreed at 43.0% that salons were located at suburbs. Results confirmed that the target was suburban. The all other respondents agreed at lower rates for the rest of the question statements. Agreement with BL1 and BL4 rated 24.0%; however, they disagreed highly at 76.0%. BL6 had lower agreements at 13.0%; also BL2 at 12.0% to show that the townships and shopping centres were minimally targeted.

The results reliably showed that the research population had few township areas because the lowest BL3 and BL5 rated at 4.0% to confirm that informal settlement were part of the target areas. Results revealed that the target area for this study was as dominantly suburban. Salons were generally located at suburbs at malls; and few at shopping centres. City based customers prefer a one-stop-for all kind of service (Haase, *et al.*, 2011).

Table 6: BO1-8

Operating Period		No	Yes	Total
The past few weeks	Count	91	9	100
	Row N %	91.0%	9.0%	100.0%
The past month	Count	96	4	100
	Row N %	96.0%	4.0%	100.0%
The past six months	Count	94	6	100
	Row N %	94.0%	6.0%	100.0%
The past year	Count	72	28	100
	Row N %	72.0%	28.0%	100.0%
Less than six years	Count	75	25	100
	Row N %	75.0%	25.0%	100.0%
Less than nine years	Count	82	18	100
	Row N %	82.0%	18.0%	100.0%
Less than fifteen years	Count	94	6	100
	Row N %	94.0%	6.0%	100.0%
Fifteen years and more	Count	96	4	100
	Row N %	96.0%	4.0%	100.0%

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Table 6 showed respondents agreeing to BO4 at 28.0% to relate salons’ highest operating period in a year in general. But 72.0% disagreed to confirm that salon business stores had very low and limited operating period at a particular marketplace. Agreements to BO5 were at 25.0% and with of 75.0% disagreeing on the longer operating periods of less than six years at an area. Generally agreeing rates were lower to show that unstable city location spaces due to economic challenges. BO1 (few weeks) rated 9.0% operating period with high rate of 91.0% disagreements. The lowest agreement rate at 4.0% for BO2 and BO8 with 96.0% disagreements.

Generally, results showed a trend of low percentage rates of agreeing with statements about operating periods. Results confirmed that the target area had city living salon managers whose salon businesses fitted into city living life-style of high activities about movement and shorter periods of stay at a locations due to financial challenges. Rental conflicts usually lead to shorter periods of operations; the less feeling of attachment and attitudes of residents also determine period of operations at the area (Haase, *et al.*, 2011).

Table 7: BSP1-11

Current Customer Base		No	Yes	Total
About nine people	Count	100	0	100
	Row N %	100.0%	0.0%	100.0%
About nineteen people	Count	96	4	100
	Row N %	96.0%	4.0%	100.0%
About twenty nine people	Count	99	1	100
	Row N %	99.0%	1.0%	100.0%
About thirty nine people	Count	98	2	100
	Row N %	98.0%	2.0%	100.0%
About forty nine people	Count	96	4	100
	Row N %	96.0%	4.0%	100.0%
About fifty nine people	Count	96	4	100
	Row N %	96.0%	4.0%	100.0%
About sixty nine people	Count	98	2	100
	Row N %	98.0%	2.0%	100.0%
About seventy nine people	Count	95	5	100
	Row N %	95.0%	5.0%	100.0%
About eighty nine people	Count	94	6	100
	Row N %	94.0%	6.0%	100.0%
About ninety nine people	Count	94	6	100
	Row N %	94.0%	6.0%	100.0%
Over a hundred people	Count	34	66	100
	Row N %	34.0%	66.0%	100.0%

Table 7 revealed that respondents agreed at 66.0% to BSP11, with 34.0% disagreeing to confirm that salons were more profitable; because, over one hundred customers were served in a month. The all other statements had high disagreeing responses to show that salons generally had high customer base and the rest of statements rates lower. BSP10 and BSP9 had at 6.0% rate of agreeing and with 94.0% disagreements. BSP8 rated 5.0% agreements with 95.0% disagreements. BSP2, BSP3 and BSP4 had a 4.0% agreeing and 96.0% disagreeing responses. BSP2 and BSP7 had 2.0% agreeing and 98.0% disagreeing responses. BS3 rated 1.0% agreements with 99.0% disagreements. At 0.0%, all respondents disagreed that a salon could serve only nine people, and with 100.0% disagreements. This was a reliable and valid confirmation that generally, salons served enough customers to maintain profitable services.

The general trend on the results showed that regardless of the salons’ economic level which was defined per economic levels by the salon industry, the economic level did not necessarily reduced a customer base. Generally, salons could serve more than one hundred customers in a month. Though salon stores kept but rather its CRM practices (Palladino & Green, 2006).

4.4. SALON’S STRATEGIES FOCUSED ON CUSTOMERS:

4.4.1 Activation and Interaction:

Statements AI1-9 sought to analyse variables about CRM to address study objectives one and two.

Table 8: AI1

		S-Disagree/ Disagree	Neutral	Agree/ S-Agree	Mean	SD
Valid	Count	13	8	79	4.10	1.185
	Row N %	13.0%	8.0%	79.0%		

Table 8 showed agreement at 79.0% to AI1. The mean 4.10 was above 3 to confirm high positive response. The high SD 1.185 showed inconsistent positivity to the statement. The lower disagreements at 13.0% and the 8.0% neutral responses confirmed a lower negativity. The results reliably confirmed that salons deployed target marketing to attract customers as a preferred CRM strategy. Salons new the customer’s needs and wants and that helped salons to craft services accordingly in order to meet customer’s different needs (Juran & Defeo, 2011).

Table 9: AI2

		S-Disagree/ Disagree	Neutral	Agree/ S-Agree	Mean	SD
Valid	Count	35	11	54	3.31	1.656
	Row N %	35.0%&	11.0%	54.0%		

Table 9 showed agreement at 54.0% to AI2. The mean 3.31 lied just above 3 to confirm high positive responses. The high SD 1.656 showed inconsistent positivity to the SAQ statement. The disagreements were low at 35.0%, with low 11.0% neutral responses to show low negativity. The results reliably proved that inconsistently used websites to avail product/service information as a CRM strategy. The SME salon’s website encouraged brand communication and appeal to allow customer activation, the systems integration enabled strong bonding with the most valuable customers through facilitation of customised offerings. Interactions via a multiple channels helped salons to manage customers better through a call centre and website (Long *et al.*, 2013).

Table 10: AI3

		S-Disagree/ Disagree	Neutral	Agree/ S-Agree	Mean	SD
Valid	Count	5	4	91	4.53	0.870
	Row N %	5.0%	4.0%	91.0%		

Table 10 showed a high agreement to AI3 at 91.0%. The mean 4.53 lied high above 3 to show high positive responses. The low SD 0.870 confirmed a consistent positivity to the SAQ statement. The lower disagreements at 5.0% and 4.0% neutral responses showed lower negativity. The results reliably confirmed that salons availed service/product pricing information accessible to customers. Studies confirmed that when service/product information was readily available to customers, it simplified customers’ decision to purchase and also encouraged lengthy retention period if needs were satisfied (Ang, 2011).

Table 11: AI4-5

		S-Disagree/ Disagree	Neutral	Agree/ S-Agree	Mean	SD
Valid	Count	26	14	60	3.61	1.510
	Row N %	26%	14.0%	60.0%		
Valid	Count	26	12	62	3.61	1.497
	Row N %	26.0%	12.0%	62.0%		

Table 11 showed agreement to AI4 at 60.0% and AI5 at 62.0%. Both AI4 and AI5 had the mean value 3.61 above 3 to confirm high positive responses. The high SD 1.510 and 1.497 showed inconsistent positivity to the statements. The low AI4 and AI5 disagreements at the same rate of 26.0% and the neutral responses at 14.0% and 12.0% respectively showed a low negativity. The results reliably showed that salons inconsistently used social media to activate and interact with customers as a CRM strategy. Studies confirmed that brand communication strategies tracked and aided follow-ups to customers for online and/or off-line activations to enable multiple levels of customer orientations (Rosman & Stuhura (2013).

Table 12: AI6

		S-Disagree/ Disagree	Neutral	Agree/ S-Agree	Mean	SD
Valid	Count	49	14	37	2.89	1.588
	Row N %	49.0%	14.0%	37.0%		

Table 12 showed agreed to AI6 at 37.0%. The mean 2.89 lied below 3 to prove lower positive responses. The high SD 1.588 showed inconsistent positivity to the statement. The high disagreements at 49.0% and 14.0% neutral responses showed a lower negativity. The results reliably showed that did not use community events to create awareness for activation and interaction as a preferred CRM strategy. Studies asserted that CRM technologies equipped SME personnel and aided interactions with community structures and potential customers established mutual knowledge co-creation (Ang, 2011).

Table 13: AI7

		S-Disagree/ Disagree	Neutral	Agree/ S-Agree	Mean	SD
Valid	Count	4	2	94	4.61	0.803
	Row N %	4.0%	2.0%	94.0%		

Table 13 showed agreement to AI7 at 94.0%. The mean 4.61 lied above 3 to confirm high positive responses. The low SD 0.803 showed consistent positivity to the statement. The lower disagreements at 4.0% and 2.0% neutral responses showed very low negativity. The results reliably showed that salons consistently used referrals from current customers highly as a CRM strategy. Studies claimed that customer satisfaction complemented highly on customer retention rate and increased brand trust that triggered referrals, up-selling, cross-selling and more follow-up sales (Mehrmanesh *et al.*, 2014).

Table 14: AI8

		S-Disagree/ Disagree	Neutral	Agree/ S-Agree	Mean	SD
Valid	Count	63	22	15	2.23	1.317
	Row N %	63.0%	22.0%	15.0%		

Table 14 showed agreement at lowest 15.0% to AI8. The mean 2.23 lied below 3 to show lowest positive responses. The high SD 1.317 showed high and inconsistent negativity to the statement. The high disagreements at 63.0% and 22.0% neutral responses showed a highest negativity. The results reliably confirmed that salons minimally or never used open house events to activate and interact with customers as a CRM strategy. Studies regarded that though customer activation might be effective over off-line touchpoints, salons in the study did not prefer open house events for activation (Ang, 2011).

Table 15: AI9

		S-Disagree/ Disagree	Neutral	Agree/ S-Agree	Mean	SD
Valid	Count	33	7	60	3.55	1.623
	Row N %	33.0%	7.0%	60.0%		

Table 15 showed agreement with AI9 at 60.0%. The mean 3.55 lied high above 3 to show high positive responses. The high SD 1.623 confirmed inconsistent positivity to the SAQ statement. Disagreements at 33.0% and low 7.0% neutral responses proved a low negativity. The results reliably showed that salons collected and kept customer information as a preferred a CRM strategy. Sources asserted that CRM touchpoints could be aligned with the developed customer profiles, data gathering and analysis to promote co-creation for effective management of customer knowledge (Menaka, 2012).

4.4.2. Bonding and Retention:

Statements BR1-10 sought to analyse variables about CRM to address study objectives one and three.

Table 16: BR1

		S-Disagree/ Disagree	Neutral	Agree/ S-Agree	Mean	SD
Valid	Count	28	9	63	3.71	1.629
	Row N %	28.0%	9.0%	63.0%		

Table 16 showed agreement at 63.0% to BR1. The mean 3.71 lied above 3 to confirm high positive responses. The high SD 1.629 confirmed inconsistent positivity to the statement. Low disagreements at 28.0% and 9.0% neutral responses proved low negativity. The results reliably showed that salons kept and monitored a customer’s information per preferences to particular salon service as a CRM strategy. Studies regarded that customer knowledge management (CKM) is the management and exploitation of customer knowledge in relation to service delivery methods for the purpose of quality improvement (Buchnowska, 2014).

Table 17: BR2

		S-Disagree/ Disagree	Neutral	Agree/ S-Agree	Mean	SD
Valid	Count	38	9	53	3.41	1.564
	Row N %	38.0%	9.0%	53.0%		

Table 17 showed agreement to BR2 at 53.0%. The mean value of 3.41 lied above 3 to confirm high positive response. The high SD 1.564 confirmed inconsistent positivity to the statement. Disagreements at 38.0% and low 9.0% neutral responses showed low negativity. The results reliably confirmed that salons scheduled customer’s next appointment as a CRM strategy. Studies confirmed that service quality cannot be divorced from customer satisfaction, customer loyalty and the SME salon business’ performance. The quality of service is measured by the SERVQUAL tool to determine if dimensions of reliability, responsiveness, assurance, empathy and tangibility were met accordingly to deliver a service that will retain customers (Zeithaml, *et al.*, 2009).

Table 18: BR3

		S-Disagree/ Disagree	Neutral	Agree/ S-Agree	Mean	SD
Valid	Count	49	6	45	3.19	1.509
	Row N %	49.0%	6.0%	45.0%		

Table 18 showed agreement at low 45.0% to BR3. The mean 3.19 lied just above 3 to show some sort of positivity. The high SD 1.509 confirmed inconsistent positivity to the statement. Disagreements at high 49.0% and low 6.0% neutral showed a high negativity. The results reliably confirmed that using discounts or free service was not a CRM strategy for salons. Studies regarded that complementary services used as a marketing effort have converted the first-time customers

and led them into repeat customers, moving them further up to become clients, clients should be treated with specialty (Kotler & Keller, 2014).

Table 19: BR4

		S-Disagree/ Disagree	Neutral	Agree/ S-Agree	Mean	SD
Valid	Count	2	4	94	4.70	0.689
	Row N %	2.0%	4.0%	94.0%		

Table 19 showed agreement to BR4 at 94.0%. The mean 4.70 lied higher above 3 to confirm highest positive responses. The high low SD 0.689 showed a consistent positivity to the SAQ statement. The disagreements at lowest 2.0% and 4.0% neutral responses showed a very low negativity. The results reliably confirmed that salons acquired knowledge about customer preferences and interests as a CRM strategy. Sources confirmed that knowledge management (KM) in relation to CRM was viewed from the perspective of knowledge for customer, knowledge from the customer and knowledge about the customer (Buchnowska, 2014).

Table 20: BR5

		S-Disagree/ Disagree	Neutral	Agree/ S-Agree	Mean	SD
Valid	Count	41	19	40	3.01	1.624
	Row N %	41.0%	19.0%	40.0%		

Table 20 showed agreement at 40.0% to BR5. The mean 3.01 lied close above 3 to show some sort of positive responses. The high SD 1.624 confirmed an inconsistent positivity to the SAQ statement. High disagreements at 41.0% and 19.0% neutral responses proved a high negativity. The results reliably confirmed that did not use complementary discounts or free service offers as a CRM strategy. Sources defined CRM as a system to capture business information and create customer Intel in order to create customer value by creating experience for satisfaction, loyalty and retention purposes (Adalikwu, 2012).

Table 21: BR6

		S-Disagree/ Disagree	Neutral	Agree/ S-Agree	Mean	SD
Valid	Count	1	3	96	4.73	0.566
	Row N %	1.0%	3.0%	96.0%		

Table 21 showed agreement to BR6 at 96.0%. The mean 4.73 lied higher above 3 to show high positive responses. The low SD 0.566 confirmed consistent positivity to the statement. The disagreements at lowest 1.0% and 4.0% neutral responses showed a very low negativity. The results reliably confirmed that salon staff to recalled customers' by names as a generally preferred CRM strategy. Studies regarded that CRM strategies and practices involved acquisition of customer knowledge and information, analysed in relation to customer needs, wants and preferences and individualised to differentiate quality service design and delivery (Alipour & Mohammadi, 2011).

Table 22: BR7

		S-Disagree/ Disagree	Neutral	Agree/ S-Agree	Mean	SD
Valid	Count	6	1	93	4.58	0.997
	Row N %	6.0%	1.0%	93.0%		

Table 22 showed agreement to BR7 at 93.0%. The mean 4.58 lied above 3 to confirm high positive responses. The low SD 0.997 proved a consistent positivity to the statement. Disagreements at 6.0% and 1.0% neutral responses showed a very low negativity. The results reliably confirmed that salons highly offered services that met customer expectations consistently as generally a preferred CRM strategy. Studies asserted that enterprises that developed CRM strategies and activities identified and addressed customer needs and tastes effectively by contextualising customer knowledge into business service design (Al-Hayaly, 2015). (Mehrmanesh *et al.*, 2014).

Table 23: BR8

		S-Disagree/ Disagree	Neutral	Agree/ S-Agree	Mean	SD
Valid	Count	13	7	80	4.10	1.202
	Row N %	13.0%	7.0%	80.0%		

Table 23 showed agreement to BR8 at 80.0%. The mean 4.10 lied high above 3 to confirm high positive responses. The high SD 1.202 confirmed inconsistent positivity to the statement. Disagreements at low 13.0% and 7.0% neutral responses showed a low negativity. The results reliably confirmed that salons inconsistently created hair plans for regular customers as a generally preferred CRM strategy. The CRM activities for business-customer and pre-scheduling future hair plans have created strong bonds and with the support of service quality as per customers' view. (Hill, 2011).

Table 24: BR9

		S-Disagree/ Disagree	Neutral	Agree/ S-Agree	Mean	SD
Valid	Count	10	10	80	4.37	1.186
	Row N %	10.0%	10.0%	80.0%		

Table 24 showed agreement to BR9 at 80.0%. The mean 4.37 lied high above 3 to confirm high positive responses. The high SD 1.186 proved an inconsistent positivity to the statement. Disagreements at 10.0% and lowest 1.0%, neutral responses showed a low negativity. The results reliably confirmed that salons created a friendly service environment that encouraged loyalty as a generally preferred CRM strategy. Sources affirmed that SME salon business that used CRM technology to create a customer-focused environment and combined employee orientation as a cultural values and norms have encouraged and enabled customer bonding and retention (Mohsan, et al., 2011).

Table 25: BR10

		S-Disagree/ Disagree	Neutral	Agree/ S-Agree	Mean	SD
Valid	Count	39	18	43	3.17	1.682
	Row N %	39.0%	18.0%	43.0%		

Table 25 showed agreement to BR10 at 43.0%. The mean 3.17 lied just above 3 to confirm high positive response. The high SD 1.682 proved inconsistent positivity to the statement. Disagreements at 13.0% and low 7.0% neutral responses showed low negativity. The results reliably confirmed that salons inconsistently remained present on social media to following customer talks as a CRM strategy. Acquiring new customers could be costly, sources confirmed that the cost of satisfying, bonding and retaining current customers was less than that of attracting them for bonding and retention (Habidin *et al.*, 2015).

4.4.3. Creating Customer Experience:

Statements CCE1-3 sought to analyse variables about CRM to address study objectives two and three.

Table 26: CCE1

		S-Disagree/ Disagree	Neutral	Agree/ S-Agree	Mean	SD
Valid	Count	0	2	98	4.81	0.443
	Row N %	0.0%	2.0%	98.0%		

Table 26 showed agreement at 98.0% to CCE1. The mean 4.81 lied above 3 to show high positive responses. The low SD 0.443 proved consistent positivity to the statement. Disagreements at lowest 0.0% and 2.0% neutral response showed a very low negativity. The results reliably asserted that salons served customer expectations exceeding to create customer experience as a generally preferred CRM strategy. Studies regarded that accuracy and professionalism added value in the delivery of the promised product/service (Foster, 2013).

Table 27: CCE2

		S-Disagree/ Disagree	Neutral	Agree/ S-Agree	Mean	SD
Valid	Count	1	1	98	4.79	0.556
	Row N %	1.0%	1.0%	98.0%		

Table 27 showed agreement at 98.0% to CCE2. The mean 4.79 lied high above 3, showing high positive responses. The high SD 0.556 SD proved consistent positivity to the statement. The lowest disagreements at 1.0% and 2.0% neutral responses showed a very low negativity. The results reliably showed that salons created a peaceful service environment, quality service and cared for customer as a generally preferred CRM strategy for salons. The employees' friendly attitudes in welcoming customers created service harmony and assured security. The cleanliness and order in delivering aesthetic appeal retained customers. Salon's work floors were abiding to the five quality rule of operations named the 5S which encouraged that company employees to sort all work tools per function to ensure easy access to the needed materials and equipment for use (Schroeder, et al., 2011).

Table 28: CCE3

		S-Disagree/ Disagree	Neutral	Agree/ S-Agree	Mean	SD
Valid	Count	1	2	97	4.77	0.584
	Row N %	1.0%	2.0%	97.0%		

Table 28 showed agreement at 97.0% to CCE3. The mean 4.77 lied above 3, confirming high positive responses. The high SD 0.584 proved consistent positivity to the statement. The disagreements at lowest 1.0% and 2.0% neutral responses showed a very low negativity. The results reliably showed that salons consistently individualised communications between employee and customer during service delivery as a general and highly preferred CRM strategy for salons. Franken (2014) regarded that the aligned CRM strategies resulted in continuous improvement and competitiveness and the enterprises have retained customers (Knowles, 2012).

4.4.4. Effective Time Management:

Statements ETM1-6 sought to analyse variables about CRM to address study objectives one and three.

Table 29: ETM1

		S-Disagree/ Disagree	Neutral	Agree/ S-Agree	Mean	SD
Valid	Count	56	14	30	2.68	1.607
	Row N %	56.0%	14.0%	30.0%		

Table 29 showed agreement at 30.0% to ETM1. The mean 2.01 lied below 3, to show low positive response. High SD 1.607 proved inconsistent positivity to the statement. The disagreements at high 56.0% and 14.0% neutral responses showed high negativity. The results reliably confirmed that timeous booking was not an aspect of CRM strategy at salons. Studies confirmed that the customer self-service CRM features enabled customers to use web-based forms, password access and timeously customers booking were self-done to save time (Amoako, et al., 2012).

Table 30: ETM2

		S-Disagree/ Disagree	Neutral	Agree/ S-Agree	Mean	SD
Valid	Count	55	14	30	2.61	1.510
	Row N %	55.0%	14.0%	30.0%		

Table 30 showed agreement at 40.0% to ETM2. The mean value 2.61 lied below 3, showing low positive responses. The high SD 1.510 proved inconsistent positivity to the statement. The high Disagreements at 55.0% and 14.0% neutral responses showed high negativity. The results reliably confirmed that salons did not schedule appointments as an aspect of CRM strategy. Studies claimed that CRM technology provided basic electronic CRM tools and requirements for business efficiency and that CRM capabilities improved service quality and promoted rapid response to customers (Choudhurya & Harriganb, 2014).

Table 31: ETM3

		S-Disagree/ Disagree	Neutral	Agree/ S-Agree	Mean	SD
Valid	Count	36	5	59	3.46	1.534
	Row N %	36.0%	5.0%	5.0%		

Table 31 showed agreement at 59.0% to ETM3. The mean 3.46 lied above 3, confirming high positive responses. The high SD 1.534 proved inconsistent positivity to the statement. The disagreements at 36.0% and 5.0% neutral responses proved a low negativity. The results reliability confirmed that salons availed customer’s preferred employee to deliver particular services as an aspect of CRM strategy. The CRM system enabled vertical and parallel collaborations of activities. The self-managed and cross-functional work teams focused on one goal – “the customer” (Nel *et al.*, 2014).

Table 32: ETM4

		S-Disagree/ Disagree	Neutral	Agree/ S-Agree	Mean	SD
Valid	Count	62	10	28	2.53	1.553
	Row N %	62.0%	10.0%	28.0%		

Table 32 showed agreement at 28.0% to ETM4. The mean 2.53 lied below 3, showing low positive responses. The high SD 1.510 proved inconsistent and low positivity to the statement. The high disagreements at 62.0% and 10.0% neutral responses showed high negativity. The results reliably confirmed that salons did not to inform customers who were running late for appointment or if salon was overbooked as aspect of CRM strategy. Studies asserted that online capabilities enabled resource pulling and provider’s computing resources (physical and virtual) were dynamically pulled, assigned and reassigned according to a customer’s demand to serve multiple customers (Singhal & Somani, 2014).

Table 33: ETM5

		S-Disagree/ Disagree	Neutral	Agree/ S-Agree	Mean	SD
Valid	Count	65	6	29	2.49	1.514
	Row N %	65.0%	6.0%	29.0%		

Table 33 showed agreement at 29.0% to ETM5. The mean 2.49 lied below 3 to show low positive responses. The high SD 1.514 proved inconsistent positivity to the statement. The disagreements at 65.0% and 6.0% neutral responses showed a high negativity. The results reliably confirmed that did not use discounts or free service for inconvenienced customers as an aspect of CRM strategy. Sources claimed that the automation use of online CRM features and activities helped to

effectively bill customer and to manage time (Bebensee *et al.*, 2012). Through automation time management provided rapidity and elasticity to scale out or scale in quickly per customer bookings requirements (Urbański & Bzdrya, 2014).

Table 34: ETM6

		S-Disagree/ Disagree	Neutral	Agree/ S-Agree	Mean	SD
Valid	Count	66	7	27	2.48	1.586
	Row N %	66.0%	7.0%	27.0%		

Table 34 showed agreement at 28.0% to ETM6. The mean 2.48 lied below 3, showing lower positive responses. The high SD 1.586 confirmed inconsistent positivity to the statement. High disagreements at 66.0% and neutral responses at low 7.0% had high negativity. The results reliably confirmed that salons did not duly notify customers of breached time frame appointment as an aspect of CRM strategy. Sources claimed that effective management of operations time helped enterprises to achieve strategic objectives on or before deadlines. Therefore, customers could trust the security and assurance of receiving the service on time (Menaka, et al. 2012).

4.4.5. Dealing with Online Complaints:

Statements DOC1-5 sought to analyse variables about CRM to address study objectives two and three.

Table 35: DOC1

		S-Disagree/ Disagree	Neutral	Agree/ S-Agree	Mean	SD
Valid	Count	60	3	37	2.79	1.678
	Row N %	60.0%	3.0%	37.0%		

Table 35, showed agreement at 37.0% to DOC1. The mean 2.79 lied below 3 to show lower positive responses. The high SD 1.678 proved inconsistent positivity to the statement. The high disagreements at 60.0% with low 3.0% neutral responses showed a high negativity. The results reliably confirmed that salons used online channels to address complaints inconsistently as an aspect of CRM strategy. Customers were the most important part of salon businesses, in order to be successful, salon business efficiency acquired knowledge to meet customers’ demands and product/service expectations. The website was a convenient platform to address customer complaints because Web 2.0 Internet protocols offered inter connected services and enabled users to share information between multiple systems (Ahmad, 2015).

Table 36: DOC2

		S-Disagree/ Disagree	Neutral	Agree/ S-Agree	Mean	SD
Valid	Count	52	10	38	2.85	1.559
	Row N %	52.0%	10.0%	38.0%		

Table 36 showed agreement at 38.0% to DOC2. The mean 2.85 lied below 3 to show low positive responses. The high SD 1.559 proved inconsistent positivity to the statement. The high disagreements at 52.0% and 10.0% neutral responses showed a high negativity. The results reliably confirmed that salons inconsistently scheduled appointments as aspect of CRM strategy. Sources claimed that scheduling customers online helped to acquire knowledge about individuals’ needs and to build stronger relationships. Individualised attention was promoted by scheduling, and also enhanced customer-business interactions (Somasundaram & Krishnamoorthy, 2013).

Table 37: DOC3

		S-Disagree/ Disagree	Neutral	Agree/ S-Agree	Mean	SD
Valid	Count	30	1	69	3.81	1.529
	Row N %	30.0%	1.0%	69.0%		

Table 37 showed agreement at 69.0% to DOC1. The mean 3.81 lied above 3, showing high positive responses. The high SD 1.529 showed an inconsistent positivity to the statement. The disagreements at 30.0% and neutral responses at lowest 1.0%, proved a low negativity. The results reliability showed that as a preferred aspect of CRM strategy, salons inconsistently ensured customers about the availability of a preferred employee who best render particular services. The positively cultured employee showed commitment and willingness to deliver a quality service (Mozheb, *et. al.*, 2013).

Table 38: DOC4

		S-Disagree/ Disagree	Neutral	Agree/ S-Agree	Mean	SD
Valid	Count	55	7	38	2.85	1.654
	Row N %	55.0%	7.0%	38.0%		

Table 38 showed agreement at 38.0% to DOC4. The mean 2.85 lied below 3 to show low positive responses. The high SD 1.654 confirmed an inconsistent positivity to the SAQ statement. The high disagreements at 55.0% and lower 7.0% neutral responses showed a high negativity. The results reliably confirmed that salons did not prefer to notify customers of their delays to an appointment or if they had overbookings as an aspect CRM strategy. Actually, resolving customer complaints was more like a preventive medicine that provided advanced warnings about service problems at a salon, service differentiation was a brand’s blue-print (Kotler & Armstrong, 2012).

Table 39: DOC5

		S-Disagree/ Disagree	Neutral	Agree/ S-Agree	Mean	SD
Valid	Count	59	9	32	2.62	1.692
	Row N %	59.0%	9.0%	32.0%		

Table 39 showed agreement at 32.0% to DOC5. The mean 2.62 lied below 3 to show low positive responses. The high SD 1.692 proved inconsistent agreements to the statement. The disagreements at high 59.0% and 9.0% neutral responses showed high negativity. The results reliably confirmed that generally salons did not prefer to offer free service or discounts to inconvenienced customers as an aspect of CRM strategy. The on-demand self-services could be to meet online service demands and client could self-controlled computing capabilities like self-bookings and saved time, but salons minimally resolved complaints online (Singhal & Somani, 2014).

4.4.6. Dealing with Face-to-Face Complaints:

Statements FF1-5 sought to analyse variables about CRM to address study objective one.

Table 40: FF1

		S-Disagree/ Disagree	Neutral	Agree/ S-Agree	Mean	SD
Valid	Count	5	3	92	4.61	0.886
	Row N %	5.0%	3.0%	92.0%		

Table 40 showed agreement at 92.0% to FF1. The mean 4.61 lied high above 3 to confirm high positive responses. The low SD 0.886 confirmed consistent positivity to the statement. The 5.0% disagreements and 3.0% neutral responses

amounted to a lower negativity. The results reliably showed that employee attitude to calm dissatisfied customers was generally a CRM strategy at salons. The positive culture promoted customer satisfaction and built a positive employee attitude and behaviour (Habidin *et al.*, 2015).

Table 41: FF2

		S-Disagree/ Disagree	Neutral	Agree/ S-Agree	Mean	SD
Valid	Count	2	4	94	4.71	0.686
	Row N %	2.0%	4.0%	94.0%		

Table 41 showed agreement at 94.0% to FF2. The mean 4.71 lied high above 3 to show higher positive responses. The low SD 0.686 confirmed consistent positivity to the statement. The lower 2.0% disagreements and 4.0% neutral responses amounted to a very low negativity. The results reliably showed that addressing complaints face-to-face at salons was generally an aspect of CRM strategy at salons. Sources regarded that the main causes of customer attrition emanate from unresolved complaints. The SME salon business that identified, addressed and managed complaining customers has improved customer life cycle (Haase, *et al.*, 2011).

Table 42: FF3

		S-Disagree/ Disagree	Neutral	Agree/ S-Agree	Mean	SD
Valid	Count	0	3	97	4.77	0.489
	Row N %	0.0%	3.0%	97.0%		

Table 42 showed agreement at 97.0% to FF3. The mean 4.77 lied high above 3 to confirm high positive response. The low SD 0.489 confirmed a consistent positivity to the SAQ statement. The lowest 0.0% disagreements and 3.0% neutral responses amounted to a very low negativity. The results reliably showed that management’s involvement in addressing customer complaints at salons was generally an aspect of CRM strategy at salons. In order to be successful, salon management knew of complaints and ensured that customers’ expectations were met and peace around what went wrong was restored through communication of processes about product or service (Chauhan & Sharma, 2011).

Table 43: FF4

		S-Disagree/ Disagree	Neutral	Agree/ S-Agree	Mean	SD
Valid	Count	0	3	96	4.76	0.553
	Row N %	1.0%	3.0%	96.0%		

Table 43 showed agreement at 96.0% to FF4. The mean value of 4.76 lied high above 3 to confirm higher positive response. The low SD 0.553 proved consistent positivity to the statement. The lowest 1.0% disagreements and 3.0% neutral responses amounted to a very low negativity. The results reliably showed that practical and timeous solution to customer complaints was a general aspect of CRM strategy at salons. Resolutions to complaints are crucial because customers are the most important part of a business, no customer, no business (Choudhurya & Harriganb, 2014).

Table 44: FF5

		S-Disagree/ Disagree	Neutral	Agree/ S-Agree	Mean	SD
Valid	Count	0	4	96	4.76	0.622
	Row N %	1.0%	3.0%	96.0%		

Table 44 showed agreement at 96.0% to FF5. The mean 4.76 lied high above 3 to confirm higher positive responses. The low SD 0.622 affirmed consistent positivity to the statement. The lowest 1.0% disagreeing and 3.0% neutral responses showed a very low negativity. The results reliably showed that salons used customer feedback and complaints as learning hurdles and a general aspect of CRM strategy. The SME salons addressed customer complaints and feedbacks for assurance of service to discouraged customers and boosted confidence and trust. By addressing customer feedbacks, salons facilitated interactions, attracted brand appeal and increased service usage (Habidin, et al., 2015).

4.4.7. Remedies to Deal with Dissatisfaction:

Statements RDD1-3 sought to analyse variables about CRM to address study objective one.

Table 45: RDD1

		S-Disagree/Disagree	Neutral	Agree/S-Agree	Mean	SD
Valid	Count	1	0	99	4.83	0.514
	Row N %	1.0%	0.0%	99%		

Table 45 showed agreement to RDD1 at 99.0%. The mean 4.83 lied high above 3, to confirm the highest positive responses. The low SD 0.514 proved a high consistent positivity to the SAQ statement. The lowest 1.0% disagreements and 0.0% neutral responses confirmed a lowest negativity. The results reliably proved that salons addressed customer dissatisfactions as a general aspect of CRM strategy and have done that consistently. The salons effectively addressed customer complaints, and that also enhance customer satisfaction, loyalty and retention (Golder *et al.*, 2012).

Table 46: RDD2

		S-Disagree/Disagree	Neutral	Agree/S-Agree	Mean	SD
Valid	Count	0	0	100	4.87	0.338
	Row N %	0.0%	0.0%	100%		

Table 46 showed agreement to RDD2 at 100.0%. Mean 4.87 lied high above 3 to show the highest positive responses. The low SD 0.338 confirmed a highest consistent positivity to the SAQ statement. The lowest 0.0% disagreeing and 0.0% neutral responses confirmed the lowest negativity. The results proved reliability that salons consistently offered discounts to dissatisfied customers as a general aspect of CRM strategy. Sources asserted that enterprises that identified, managed and addressed the causes of customer attrition have improved customer life cycle. This is because customer lifetime value equals sales gain or profit loss, that is, from a lost customer there is cost of lowering the defect rate (Kimachi & Koçoğlu, 2012).

Table 47: RDD3

		S-Disagree/Disagree	Neutral	Agree/ S-Agree	Mean	SD
Valid	Count	1	0	99	4.84	0.443
	Row N %	1.0%	0.0%	99.0%		

Table 47 showed agreement to RDD3 at 99.0%. The mean 4.84 lied high above 3 to show the highest positive responses. The low SD 0.443 confirmed a high consistent positivity to the statement. The disagreements at lowest 1.0% and 0.0% neutral responses confirmed a lowest negativity. The results reliably proved that salons had plans for rebuilding trust and loyalty of dissatisfied as a general aspect of CRM strategy at salons. Sources regarded that up to 70% of complainers will return to a business service if their complaint was resolved, and up to 95% will return if their problem was resolved quickly (Chauhan & Sharma (2011).

4.5. SME SALON’S BUSINESS STRATEGIES:

4.5.1. Competitive Advantage:

Statements CA1-9 sought to analyse variables about CRM to address study objectives one and three.

Table 48: CA1

		S-Disagree/ Disagree	Neutral	Agree/ S-Agree	Mean	SD
Valid	Count	28	8	64	3.77	1.613
	Row N %	28.0%	8.0%	64.0%		

Table 48 showed that respondents agreed at 64.0% with CA1. The mean 3.77 lied above 3 to show high positive responses. The high SD 1.613 confirmed an inconsistent positivity to the SAQ statement. The disagreements at 28.0% and 8.0% neutral responses confirmed a low negativity. The results reliability proved that pricing techniques created competency as an inconsistent aspect of CRM strategy at salons. The concept of product/service quality design was a main objective to develop and implement CRM strategies that met customer demands to create competitive advantage (Heizer & Render, 2014).

Table 49: CA2

		S-Disagree/ Disagree	Neutral	Agree/ S-Agree	Mean	SD
Valid	Count	5	4	91	4.55	0.936
	Row N %	5.0%	4.0%	91.0%		

Table 49 showed that respondents agreed at 91.0% with CA2. The mean 4.55 lied higher above 3 to show higher positive responses. The low SD 0.936 confirmed a consistent positivity to the statement. The disagreements at lowest 5.0% and 1.0% neutral responses confirmed a lowest negativity. The results reliably proved that building connection and relationships with customers has created brand loyalty as a consistent aspect of CRM strategy for salons. The CRM activities enhanced interactions and promoted co-creation for product/service designs as per customer preferences (Heizer & Render, 2014).

Table 50: CA2

		S-Disagree/ Disagree	Neutral	Agree/ S-Agree	Mean	SD
Valid	Count	13	14	73	4.10	1.283
	Row N %	13.0%	14.0%	73.0%		

Table 50 showed that respondents agreed at 73.0% with CA3. The mean 4.10 lied higher above 3 to show higher positive responses. The high SD 1.283 confirmed inconsistent positivity to the statement. The disagreements at low 13.0% and 14.0% neutral responses showed a low negativity. The results reliability proved that product innovation and patenting created competency as an inconsistently preferred aspects of CRM strategy at salons. Creative innovation for product/service differentiation improved quality and competency (Saarijärvi *et al.*, 2013).

Table 51: CA4

		S-Disagree/ Disagree	Neutral	Agree/ S-Agree	Mean	SD
Valid	Count	38	15	47	3.16	1.619
	Row N %	38.0%	15.0%	47.0%		

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Table 51 showed that respondents agreed at 47.0% with CA4. The mean 3.16 lied above 3 to show positive responses. The high SD 1.619 confirmed an inconsistent positivity to the SAQ statement. The disagreements at 38.0% and 15.0% neutral responses confirmed a low negativity. The results reliability proved that target marketing and market segmentation to create competitive advantage inconsistent aspects of CRM strategy to reduce marketing, operations costs and sustain profitability (Rojanadilok, & Nanagara, 2013).

Table 52: CA5

		S-Disagree/ Disagree	Neutral	Agree/ S-Agree	Mean	SD
Valid	Count	61	8	31	2.44	1.578
	Row N %	61.0%	8.0%	31.0%		

In table 52, respondents agreed at 31.0% with CA5. The mean 2.44 lied below 3 to show a low positive response. The high SD 1.578 proved an inconsistent high negativity to the SAQ statement. The disagreements at high 61.0% and lower 8.0% neutral responses showed a higher negativity to the statement. The results reliably confirmed that niche market was generally not preferred as CRM strategy for salons. The diverse cultures of a city life is dynamic, customer wants and preferences familiarise life traits their mixed hair styles of broad origin. The SME salons identified such unattended needs to develop a niche business opportunity (Kotler & Keller, 2012).

Table 53: CA6

		S-Disagree/ Disagree	Neutral	Agree/ S-Agree	Mean	SD
Valid	Count	13	6	81	4.20	1.341
	Row N %	13.0%	6.0%	81.0%		

Table 53 showed that respondents agreed at 81.0% with CA6. The mean 4.20 lied high above 3 to show high positive responses. High SD 1.341 confirmed inconsistent positivity to the statement. The disagreements at 13.0% and 6.0% neutral responses confirmed a low negativity. The results reliability proved that salons kept up with current trends of beauty techniques as an inconsistently preferred CRM strategy. The salon market developed culture of enterprise lifelong-learning in employee as an aspect of CRM strategy. The salon’s organisational development (OD) to track learn market changes and trends of customer tastes has created efficient relevance to customer requirements as well as profitability and competency (Mozheb, *et. al.*, 2013).

Table 54: CA17

		S-Disagree/ Disagree	Neutral	Agree/ S-Agree	Mean	SD
Valid	Count	43	6	51	3.17	1.804
	Row N %	43.0%	6.0%	51.0%		

Table 54 showed that respondents agreed at 51.0% with CA7. Mean 3.17 lied just above 3 to show high positive response. High SD 1.804 confirmed inconsistent positivity to the statement. Disagreements at 43.0% and low 6.0% neutral responses, confirmed lowest negativity. The results reliability proved that salons inconsistently preferred CRM strategies of bundle and package offerings to complement services and extend customer interaction and bonding to promote service reliability and ensure customer trust (Artrill, 2015).

Table 55: CA8

		S-Disagree/ Disagree	Neutral	Agree/ S-Agree	Mean	SD
Valid	Count	24	22	54	3.54	1.480
	Row N %	24.0%	22.0%	54.0%		

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Table 55 showed that respondents agreed at 54.0% with CA8. The mean 3.54 lied high above 3 to show high positive responses. The high SD 1.480 confirmed an inconsistent positivity to the statement. The disagreements at 24.0% and 22.0% neutral responses confirmed a low negativity. The results proved reliability that benchmarking service offerings for competitiveness as a CRM strategy for salons was inconsistently preferred. Salons that benchmarked products and service quality to market leader brands gained competitive advantage by sustaining differentiation and innovation (Schroeder, et al., 2011).

Table 56: CA9

		S-Disagree/ Disagree	Neutral	Agree/ S-Agree	Mean	SD
Valid	Count	13	5	82	4.30	1.235
	Row N %	13.0%	5.0%	82.0%		

Table 56 showed that respondents agreed at 82.0% with CA9. The mean 4.30 lied high above 3 to show higher positive response. The high SD 1.235 confirmed an inconsistent positivity to the statement. The disagreements at 13.0% and lower 5.0% neutral responses proved a low negativity. The results proved that the methods used to attract customers were interior and exterior décor as a generally preferred CRM strategy for salons. The aspects of CRM such as the use of interior décor and exterior aesthetics offered efficiency, competitive advantage and a salon’s profitability (Yadav *et al.*, 2013).

4.5.2. Profitability in Pricing:

Statements PPI-8 sought to analyse variables about CRM to address study objectives one and three.

Table 57: PP1

		S-Disagree/ Disagree	Neutral	Agree/ S-Agree	Mean	SD
Valid	Count	47	4	49	3.16	1.568
	Row N %	47.0%	4.0%	49.0%		

Table 67 showed that respondents agreed at 49.0% to PP1. The mean 3.16 lied just above 3 to show high positive response but very inconsistent positivity to the SAQ statement due to a high SD 1.568. The disagreements at 47.0% and lower 4.0% neutral responses proved a low negativity. The results reliability proved that the use of promotions and product combinations for innovativeness was inconsistently a preferred CRM strategy for salons. CRM helps SME salon business to differentiate service and product designs, and to develop product service-mix activities for online and in-store marketing purposes. Creativity and innovation in product and service differentiation improve quality and competence (Mehrmanesh et al., 2014).

Table 58: PP2

		S-Disagree/ Disagree	Neutral	Agree/ S-Agree	Mean	SD
Valid	Count	67	4	29	2.48	1.547
	Row N %	67.0%	4.0%	29.0%		

In table 58, respondents agreed at 29.0% with PP2. The mean 2.48 lied below 3 to show low positive responses. The high SD 1.547 proved an inconsistent positivity to the statement. The disagreements at high 67.0% with lower 4.0% neutral responses showed a high negativity. The results reliably confirmed that offering bundles and packages as complementary services was generally not a preferred CRM strategy at salons. The literature sources asserted that service reliability, use

of complementary services like loyalty rewards and voucher incentives might improve sales and profitability (Küper, et al., 2014).

Table 59: PP3

		S-Disagree/ Disagree	Neutral	Agree/ S-Agree	Mean	SD
Valid	Count	62	3	35	2.65	1.598
	Row N %	62.0%	3.0%	35.0%		

In table 59, respondents agreed at 35.0% with PP3. The mean 2.65 lied below 3 to show low positive responses. The high SD 1.598 proved an inconsistent positivity to the SAQ statement. The high disagreements at 62.0%, with lower 3.0% neutral responses showed a higher negativity. The results reliably confirmed that calendar-based price promotions were generally not a preferred CRM strategy for salons. The product/service differentiation could enable flexibility of pricing amid basic and augmented provision of quality. The reasonable pricing methods and effective handling of customer complaints could be a good combination to enhance satisfaction, loyalty and retention (Golder *et al.*, 2012).

Table 60: PP4

		S-Disagree/ Disagree	Neutral	Agree/ S-Agree	Mean	SD
Valid	Count	59	6	35	2.74	1.624
	Row N %	59.0%	6.0%	35.0%		

In table 60, respondents agreed at 35.0% with PP4. The mean 2.74 lied below 3 to show low positive response. The high SD 1.624 proved an inconsistent positivity to the statement. The higher disagreements at 59.0%, with low 6.0% neutral responses showed a high negativity. The results reliably confirmed that price skimming methods were generally not a preferred CRM strategy for salons. Despite numerous good recommendations by literatures about skimming or penetration pricing, the SME salon business industry’s ideal practice was market pricing (Spann, et al., 2015).

Table 61: PP5

		S-Disagree/ Disagree	Neutral	Agree/ S-Agree	Mean	SD
Valid	Count	60	4	36	2.71	1.635
	Row N %	60.0%	4.0%	36.0%		

In table 61, respondents agreed at 32.0% with PP5. The mean 2.71 lied below 3 to show low positive responses. The high SD 1.635 confirmed an inconsistent positivity to the statement. The disagreements at 60.0% and low 4.0% neutral responses showed a high negativity. The results reliably confirmed that price skimming methods were generally not preferred as an entry strategy for salons. The CRM strategy could improve creative innovations and uniquely differentiated service delivery. The aspects of CRM such as store location and price skimming could trigger a positive customer perceived value and help to capture maximum revenues during pick markets periods (Spann, et al., 2015).

Table 62: PP6

		S-Disagree/ Disagree	Neutral	Agree/ S-Agree	Mean	SD
Valid	Count	52	2	46	3.10	1.691
	Row N %	52.0%	2.0%	46.0%		

In table 62, respondents agreed at 46.0% with PP6. The mean 3.10 lied just above 3 showing a low positive response. The high SD 1.691 proved inconsistent positivity to the statement. Disagreements at 52.0%, with low 2.0% neutral responses confirmed high negativity. The results reliably confirmed that penetration pricing was generally not a preferable CRM strategy to attract customers at salons. New market entrants could use penetration pricing strategy to attract customers and minimised operations cost to breakeven and maintained the required margins (Heizer & render, 2014).

Table 63: PP7

		S-Disagree/ Disagree	Neutral	Agree/ S-Agree	Mean	SD
Valid	Count	55	3	42	2.93	1.653
	Row N %	55.0%	3.0%	42.0%		

In table 63, respondents agreed at 42.0% with PP7. The mean 2.93 lied below 3 to show low positive responses. The high SD value 1.653 proved inconsistent positivity to the statement. The disagreements at high 55.0%, and lower 3.0% neutral responses confirmed a high negativity. The results reliably confirmed that the use of first to market pricing methods was not generally a preferable CRM strategy by salons. The CRM system’s cost effective processes as an adoption of low-cost strategy to reduce operating margins or price skimming was not used to increase margins (Khaligh *et al.*, 2012).

Table 64: PP8

		S-Disagree/ Disagree	Neutral	Agree/ S-Agree	Mean	SD
Valid	Count	53	9	38	2.88	1.604
	Row N %	53.0%	9.0%	38.0%		

In table 64, respondents agreed at 38.0% with PP8. The mean 2.88 lied below 3 to show lower positive response. The high SD 1.604 proved inconsistent agreements to the statement. The high disagreements at 53.0% with low 9.0% neutral responses showed a high negativity. The results reliably confirmed that prestige pricing was generally not a preferable strategy for salons. Sources consulted stated that store location and price differentiation strategy collaborate brand positioning and perceived value pricing boost sales, but salons used bundle pricing e.g. hair and nails minimally (Kotler & Keller, 2012).

4.5.3. Ownership:

Statements O1-7 sought to analyse variables about CRM to address study objectives one and three.

Table 65: O1

		S-Disagree/ Disagree	Neutral	Agree/ S-Agree	Mean	SD
Valid	Count	1	7	92	4.66	0.699
	Row N %	1.0%	7.0%	92.0%		

Table 65 showed 92.0% agreement to O1. The mean 4.66 lied high above 3 to show higher positive responses. The low SD 0.699 confirmed a consistent positivity to the SAQ statement. The lowest 1.0% disagreements and low 7.0% neutral responses confirmed the lowest negativity. The results reliably proved that managers were physically present at salons as a general strategic approach to CRM. Operations managers define service relationships design policies processes and procedures to guide employees towards service compliant. The presence of a manager demonstrates ownership, service features or attributes desired by customers are ensured (Khaligh *et al.*, 2012).

Table 66: O2

		S-Disagree/ Disagree	Neutral	Agree/ S-Agree	Mean	SD
Valid	Count	0	6	94	4.81	0.526
	Row N %	0.0%	6.0%	94.0%		

Table 66 showed 94.0% agreement to O2. The mean 4.81 lied high above 3 to show high positive responses. The low SD 0.526 confirmed a consistent positivity to the SAQ statement. The lowest 0.0% disagreement and lower 6.0% neutral responses confirmed a lowest negativity. The results reliably proved that managers who set vision and daily activities for employees generally had a strategic CRM approach for the salon. The design of a CRM strategy was rooted on value analysis to achieve strategic service objectives for rapid response, efficiency and time saving using a differentiated creativity. The innovative efforts save cost and ensure satisfaction of customer needs, wants and preferences (Heizer & Render, 2011).

Table 67: O3

		S-Disagree/ Disagree	Neutral	Agree/ S-Agree	Mean	SD
Valid	Count	1	4	95	4.77	0.566
	Row N %	1.0%	4.0%	95.0%		

Table 67 showed 95.0% agreement to O3. The mean 4.77 lied high above 3 to show high positive responses. The low SD 0.566 confirmed a consistent positivity. The lowest 1.0% disagreement and lower 4.0% neutral responses confirmed a lowest negativity to the statement. The results reliably proved positivity that a manager’s support and effective leadership promoted staff morale and was a general CRM strategy for salons. The relationship of manager-employee support reduced poor service delivery and created trust whilst reducing non-conforming processes and procedures (Hough *et al.*, 2011).

Table 68: O4

		S-Disagree/ Disagree	Neutral	Agree/ S-Agree	Mean	SD
Valid	Count	1	8	91	4.71	0.701
	Row N %	1.0%	8.0%	91.0%		

Table 68 showed 91.0% agreement to O4. The mean 4.71 lied high above 3 to show high positive response. The low SD 0.701 confirmed a consistent positivity to the SAQ statement. The lowest 1.0% disagreement and lower 8.0% neutral responses confirmed lowest negativity. The results reliably proved that managers noted of employee or customers concerns and offered help as a general CRM strategy for salons. However, managers who ignored the customer’s voice were the salon’s obvious loss because customers did not buy unwanted or unneeded products and services. The lack of supported for customers could make or break the business (Heizer & Render, 2011).

Table 69: O5

		S-Disagree/ Disagree	Neutral	Agree/ S-Agree	Mean	SD
Valid	Count	4	2	94	4.70	0.745
	Row N %	4.0%	2.0%	94.0%		

Table 69 showed 94.0% agreement to O5. The mean 4.70 lied high above 3 to show high positive response. The low SD 0.745 confirmed consistent positivity to the SAQ statement. The lower 4.0% disagreement and 4.0% neutral responses confirmed a lowest negativity. The results proved a reliable positivity that timeously and efficient management communication about change was a general CRM strategy for salons. The collaborative communication across all employees and customers was a tool and capital to standardise and regulate service processes, rules and procedures. Quality dialogues served as drivers in strengthening vertical and horizontal communication channels (Hough *et al.*, 2011).

Table 70: O6

		S-Disagree/ Disagree	Neutral	Agree/ S-Agree	Mean	SD
Valid	Count	0	2	98	4.80	0.449
	Row N %	0.0%	2.0%	98.0%		

Table 70 showed 98.0% agreement to O6. The mean 4.80 lied high above 3 to show high positive responses. The low SD 0.449 confirmed consistent positivity to the SAQ statement. The lowest 0.0% disagreement and 2.0% neutral responses confirmed lowest negativity. Results reliably proved that manager took informed decision and showed fairness in dealing with employee concerns as a general CRM strategy for salons. The net effect of all management support drove the company’s actions towards delivering quality by aligning customer requirements to service and product designs. Management awareness increased customer focus and paid attention to the support of improved customers lead product/service processes and customer relationship management (Heizer & Render, 2011).

Table 71: O7

		S-Disagree/ Disagree	Neutral	Agree/ S-Agree	Mean	SD
Valid	Count	0	1	99	4.85	0.386
	Row N %	0%	1.0%	99.0%		

Table 71 showed 99.0% agreement to O7. The mean 4.85 lied high above 3 to show high positive responses. The low SD 0.386 confirmed consistent positivity to the SAQ statement. The lowest 0.0% disagreement and 1.0% neutral responses confirmed lowest negativity. Results reliably proved that management who learnt and acquired work knowledge about products and services had better support to employees and it was a general CRM strategy for salons. The manager who gained product/service knowledge also proved competency in planning. The House of Quality tool might help to identify critical gears required to address change. Management ownership promoted the innovative bundling of resources and the will to take risk during uncertainties (Jayashreen & Sonjaee, 2011).

4.5.4. Employees:

Statements E1-9 sought to analyse variables about CRM to address study objectives one and three.

Table 72: E1

		S-Disagree/ Disagree	Neutral	Agree/ S-Agree	Mean	SD
Valid	Count	1	3	96	4.72	0.621
	Row N %	1.0%	3.0%	96%		

Table 72 showed 96.0% agreement to E1. The mean 4.72 lied high above 3 to show high positive responses. The low SD 0.621 confirmed consistent positivity to the SAQ statement. The lowest 1.0% disagreement and 3.0% neutral responses confirmed a lowest negativity. The results reliably proved that educational training to skill employees was generally a

CRM strategy for salons. The cross-training of employees brought efficiency, improved processes and operation spaces to keep minimal and relevant inventory for intended whilst reducing wastes (Hisrich *et al.*, 2011:6).

Table 73: E2

		S-Disagree/ Disagree	Neutral	Agree/ S-Agree	Mean	SD
Valid	Count	1	3	96	4.70	0.628
	Row N %	1.0%	3.0%	96%		

Table 73 showed 96.0% agreement to E2. The mean 4.70 lied high above 3 to show high positive responses. The low SD 0.628 confirmed consistent positivity to the SAQ statement. The lowest 1.0% disagreement and 3.0% neutral responses confirmed lowest negativity. The results reliably proved that a continuous up-skilling of employees were latest service offering techniques and a general CRM strategy for salons. Enhancing employee skills and knowledge, education boosted motivation and commitment of employees and reduced employee resistance (Chen & Popovich, 2003).

Table 74: E3

		S-Disagree/ Disagree	Neutral	Agree/ S-Agree	Mean	SD
Valid	Count	1	4	95	4.75	0.626
	Row N %	1.0%	4.0%	95%		

Table 74 showed 96.0% agreement to E3. The mean 4.75 lied high above 3 to show high positive responses. The low SD 0.626 confirmed a consistent positivity to the SAQ statement. The lowest 1.0% disagreement and 4.0% neutral responses confirmed a lowest negativity. The results reliably proved that developed employee skills and knowledge about customers motivated their commitment and reduce employee resistance against change. Positive culture was generally natured at salons and used as the distinctive aspect of CRM strategy. The employee orientation programme was linked to the enterprise’s culture, the relationship between managers and employees created reputable activities and processes and sped delivery (Hisrich *et al.*, 2011:6).

Table 75: E4

		S-Disagree/ Disagree	Neutral	Agree/ S-Agree	Mean	SD
Valid	Count	1	3	96	4.73	0.617
	Row N %	1.0%	3.0%	96%		

Table 75 showed 96.0% agreement to E4. The mean 4.73 lied high above 3 to show higher positive responses. The low SD 0.566 confirmed a consistent positivity to the SAQ statement. The lowest 1.0% disagreement and 3.0% neutral responses confirmed lowest negativity. The results reliably proved that employee behaviour in welcoming customers was professional and a generally preferred CRM strategy for salons. The positive culture created at salons asserted those traits of service quality, employee were willing to serve, care and treat customers with respect (Brown, 2011)

Table 76: E5

		S-Disagree/ Disagree	Neutral	Agree/ S-Agree	Mean	SD
Valid	Count	1	3	96	4.71	0.624
	Row N %	1.0%	3.0%	96.0%		

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Table 76 showed 96.0% agreement to E5. The mean 4.71 lied high above 3 to show higher positive responses. The low SD 0.624 confirmed consistent positivity to the statement. The lowest 1.0% disagreement and 3.0% neutral responses confirmed lowest negativity ever. The results reliably proved that the professional employee behaviour in welcoming and empathizing with teammates was a general and preferred CRM strategy for salons. According to GRAMERCYONE (2012), the main purpose of the “Beauty Consultant” was to provide true professionalism and first class customer experience by demonstrating accurate product/service endorsements, advices to achieving sales targets.

Table 77: E6

		S-Disagree/ Disagree	Neutral	Agree/ S-Agree	Mean	SD
Valid	Count	2	2	96	4.69	0.662
	Row N %	2.0%	2.0%	96.0%		

Table 77 showed 96.0% agreement to E6. The mean 4.69 lied high above 3 to show higher positive responses. The low SD 0.662 confirmed a consistent positivity to the SAQ statement. The lower 2.0% disagreement and 2.0% neutral responses confirmed a lowest negativity. The results reliably proved that employee advocacy for salons service offerings was generally a preferred CRM strategy at salons. Well cultured employees focused on delivering the highest value to customers by professionally personalising products through advanced services communications and rapid delivery, (Foster, 2013).

Table 78: E7

		S-Disagree/ Disagree	Neutral	Agree/ S-Agree	Mean	SD
Valid	Count	3	3	94	4.73	0.750
	Row N %	3.0%	3.0%	94.0%		

Table 78 showed 94.0% agreement to E7. The mean 4.73 lied high above 3 to show higher positive responses. The low SD 0.750 confirmed a consistent positivity to the statement, and the lowest 3.0% disagreement and 3.0% neutral responses confirmed lowest negativity. The results reliably proved that creating employee communication channels created company and customer value. The CRM strategy was generally preferred for brand communication and feedback acquisition at salons. Usually, the CRM strategy, activities and practices well-managed customer development, orientation and relationship management (Hough *et al.*, 2011).

Table 79: E8

		S-Disagree/ Disagree	Neutral	Agree/ S-Agree	Mean	SD
Valid	Count	3	2	95	4.63	0.761
	Row N %	3.0%	2.0%	95.0%		

Table 79 showed 95.0% agreement to E8. The mean 4.63 lied high above 3 to show higher positive responses. The low SD 0.761 confirmed consistent positivity to the SAQ statement. The lowest 3.0% disagreement and 2.0% neutral responses confirmed the lowest negativity. The results reliably proved that employee were involved in product/service plans as a generally preferred aspect of strategic CRM by salons. Management teams that show commitment to the ongoing company-wide education and training program built strong work teams (Chen & Popovich, 2003).

Table 80: E9

		S-Disagree/ Disagree	Neutral	Agree/ S-Agree	Mean	SD
Valid	Count	2	2	96	4.74	0.645
	Row N %	2.00%	2.00%	96%		

Table 80 showed 96.0% agreement to E9. The mean 4.74 lied high above 3 to show positivity, the low SD 0.645 confirmed consistent positive responses. The 2.0% disagreement and 2.0% neutral responses confirmed a lowest negativity to the statement. The results proved a reliable positivity that employees actively engaged customer to build loyal and trusted relationships as a general preferred CRM strategy for salons. Disciplined employees habitually portray professionalism and trusted established procedures to maintain conducive operations (Hisrich *et al.*, 2011:6). A positive business culture cultivates traits of good employee behaviour, lifelong learning of work skills and expertise to create a customer experience and a tangible service (Noe, *et al.*, 2015).

4.5.5. Physical Evidence:

Statements PE1-8 sought to analyse variables about CRM to address study objectives one and three.

Table 81: PE1

		S-Disagree/ Disagree	Neutral	Agree/ S-Agree	Mean	SD
Valid	Count	5	9	86	4.55	0.989
	Row N %	5.0%	9.0%	86.0%		

Table 81 showed 86.0% agreement to PE1. The mean 4.55 lied high above 3 to show high positive responses. The low SD 0.989 confirmed the consistent positivity to the SAQ statement. The lower 5.0% disagreement and 9.0% neutral responses confirmed a very low negativity. The results reliably proved that maintaining professional interior and exterior appearance was a general aspect of CRM strategy at salons. Where job activities are many and job instructions keep changing, work team require specialised skills. Salons grouped into workstations skilled individuals to avail relevant skills per customer needs and provided different training so that an employee could move more workstations (Heizer & Render, 2014).

Table 82: PE2

		S-Disagree/ Disagree	Neutral	Agree/ S-Agree	Mean	SD
Valid	Count	4	9	87	4.61	0.952
	Row N %	4.0%	9.0%	87.0%		

Table 82 showed 87.0% agreement to PE2. The mean 4.61 lied high above 3 to show high and positive responses. The low SD 0.952 confirmed a consistent positivity to the SAQ statement. The lower 4.0% disagreement and 9.0% neutral responses confirmed a very low negativity. The results reliably proved that the use of only working equipment and furniture was a general aspects of CRM strategy at salons. The scheduling of useful service equipment promoted faster response to customer needs at a higher quality and reduced unnecessary costs (Hough *et al.*, 2011).

Table 83: PE3

		S-Disagree/ Disagree	Neutral	Agree/ S-Agree	Mean	SD
Valid	Count	7	7	86	4.52	1.030
	Row N %	7.0%	7.0%	86.0%		

Table 83 showed 86.0% agreement to PE3. The mean 4.52 lied high above 3, showing high and positive responses. The high SD 1.030 confirmed an inconsistent positivity to the SAQ statement. The lower 7.0% disagreement and 7.0% neutral responses confirmed a lower negativity. The results reliably proved that discarding old and unrepresentable equipment was a general aspect of CRM strategy at salons. Salons did not keep excess supplies that add no value to service operations by systematically eliminating wastes in all production processes to provide the exact of customer needs (Heizer & Render, 2014).

Table 84: PE4

		S-Disagree/ Disagree	Neutral	Agree/ S-Agree	Mean	SD
Valid	Count	5	9	86	4.58	0.987
	Row N %	5.0%	9.0%	86.0%		

Table 84 showed 86.0% agreement to PE4. The mean 4.58 lied high above 3 to show high positive responses. The low SD 0.987 confirmed a consistent positivity to the SAQ statement. The lower 5.0% disagreement and 9.0% neutral responses confirmed lower negativity. The results reliably proved that keeping presentable interiors at salons was a general aspects of CRM strategy. The salons' operations processes eliminated wastes, removed variability and improved throughput to ensure business profitability (Juran *et al.*, 2007).

Table 85: PE5

		S-Disagree/ Disagree	Neutral	Agree/ S-Agree	Mean	SD
Valid	Count	7	9	84	4.50	1.049
	Row N %	7.0%	9.0%	84.0%		

Table 85 showed 84.0% agreement to PE5. The mean 4.50 lied high above 3 to show high positive responses. The high SD 1.049 confirmed an inconsistent positivity to the statement. The lower 7.0% disagreement and 9.0% neutral responses confirmed a lower negativity. The results reliably proved that maintaining clean and safe parking lots for customers was a general aspect of CRM strategy at salons. City based customers prefer a one-stop-for all kind of service to do multiple activities conveniently to save cost and for economic reasons. The location of service space and store layout increased convenience and efficiency for customers, reduced operational cost and maximised revenues (Scarborough, 2011).

Table 86: PE6

		S-Disagree/ Disagree	Neutral	Agree/ S-Agree	Mean	SD
Valid	Count	6	13	81	4.41	1.055
	Row N %	6.0%	13.0%	81.0%		

Table 86 showed 81.0% agreement to PE6. The mean 4.41 lied high above 3 to show high positive responses. High SD 1.055 confirmed inconsistent positivity to the statement. The low 6.0% disagreement and 13.0% neutral responses confirmed a lower negativity. The results reliably proved that grooming the building's surroundings kept exteriors clean and presentable as a general aspect of the CRM strategy for salons. The service operation space looked presentable, and all forms of dirt, contamination and clutter were swept, wiped and cleaned daily to attract customers (Juran *et al.*, 2007).

Table 87: PE7

		S-Disagree/ Disagree	Neutral	Agree/ S-Agree	Mean	SD
Valid	Count	6	7	87	4.58	0.997
	Row N %	6.0%	7.0%	87.0%		

Table 87 rated 87.0% agreement to PE7. The mean 4.58 lied high above 3 to show a high positive response. The low SD 0.997 confirmed consistent positivity to the statement. The low 6.0% disagreement and 7.0% neutral responses confirmed lower negativity to PE7. Results reliably proved that protecting a customer’s privacy by using changing rooms was generally an aspect of CRM strategy at salons. Location of stores were safe, the aesthetic décor created a peaceful service environment and promote trust; this was the source for competitive advantage (Scarborough, 2011).

Table 88: PE8

		S-Disagree /Disagree	Neutral	Agree/ S-Agree	Mean	SD
Valid	Count	12	22	66	4.05	1.306
	Row N %	12.0%	22.0%	66.0%		

Table 88 showed 66.0% agreement rate to PE8. The mean 4.05 lied high above 3 to show a high positive response. The high SD of 1.306 showed an inconsistent positivity to the statement, the low 12.0% disagreement and 22.0% neutral responses confirmed that there was a lower negativity. Results reliably proved that adding children’s play facilities was generally an aspect of CRM strategy at salons. The convenient layout for store development protected brand integrity (Hough *et al.*, 2011). Salon enterprises adopt the 80%product/20%service operations. Integrating technology; people and process enhance CRM practices. Support from physical evidence creates a pull-strategy for product/service-mix to uphold high quality and service sustainability (Atkinson, 2011). The manager must develop standard operating systems (SOP) and checklists of clean-up to reduce infectious equipment, time and cost (Heizer & Render, 2014). SME salon store location and physical evidence prominently support CRM strategy for the business (Scarborough, 2011).

5. CONCLUSION

Conclusively, the key results from the collected data about CRM variable measures and analysis applied by statistical research methods and the Cronbach’s alpha drew the correlated results, and interpreted in direct reference to the objectives of the research study as illustrated below:

Table 89: Cronbach's alpha

Construct	Cronbach’s Alpha
Independent Self-Concept (IS)	0.688
Interdependent Self-Concept (IDS)	0.373
Consumer’s need for Uniqueness (CU)	0.941
Status Consumption (SC)	0.880
Susceptibility to normative influences (SNI)	0.875
Bandwagon Consumption (BC)	0.867

The Cronbach’s alpha reliability coefficient normally ranges between 0 and 1 to provide the following rule of thumb: “> 0.9 – excellent, > 0.8 – good, > 0.7 – acceptable, > 0.6 – questionable, > 0.5 – poor and < 0.5 – unacceptable”. Normally, the high value of alpha indicates a good internal consistency of the question statement in the scale (Tavakol *et al.*, 2011). Therefore, results of six constructs on the Cronbach’s alpha reliability coefficient were quite acceptable, except for the interdependent self-concept that showed an unacceptable score.

Conclusively, the SAQ statements summarised in table 89 confirmed a good internal consistency, and that the study was successful in addressing the research questions posed in Chapter 1 (Tavakol *et al.*, 2011). The SME salon business services were focused on customers, and have promoted satisfaction to build loyalty and customer retention. As a business strategy, the CRM ensured competency and profitability of SME salons businesses’ operations (Long & Khalafinezhad, 2012). Chapter 5 had consolidated and organised the identified CRM variables as discussed within the

previous and in this chapter, to draw key conclusions about the research topic. The findings were linked to previous studies in the context of the literature review and the findings of this research.

5. CONCLUSIONS AND RECOMMENDATIONS

5.1. INTRODUCTION:

This chapter intends to conclude on the research study investigations and make recommendations concerning literature review and findings from primary research, based on the analysed data from the research subjects. In acknowledgement to analysis of the research results, findings about the effects of CRM within salon industry were critically discussed. The findings were critiqued in relation to both the literature review and primary research. Conclusions drawn from the findings were based on the resultant and statistically reliable percentages about analysed CRM variables of chapter 4 and summarised on the Cronbach's alpha table. The recommendations about whether salons have employed effective CRM strategies was presented through a systematic process plan. Furthermore, to highlight CRM activities of potential benefit to the SME salon businesses and other small enterprises.

5.2. FINDINGS FROM THE STUDY:

5.2.1. Findings from Literature review:

Literature review findings have stated main components of CRM strategies, models and systems and examined correlations amid the identified independent and dependent variables. Literature investigations in this study asserted that:

- Customer relationship management is a business strategy by which businesses might lure, interact and promote bonding with new customers and extend retain of the existing brand-loyal customers. The creation of customer experience prominently esteem customer satisfaction and it is enhanced by harnessing employee experience, including quality services and products.
- The literature findings confirmed that the types of CRM technology models and requirements are possibly customised to suite a company's business requirements. However, the purchasing company requires enough knowledge about each model's pros and cons.
- The findings also confirmed that processes of developing effective CRM strategies require alignment with other business strategies, especially operational and marketing strategies.
- The literature review also confirmed that the customer-focused CRM strategies benefit both the business and customers to create value. Some of the benefits include:
 - * The facilitation of customer activation and satisfaction to help promote customer loyalty and retention.
 - * The development of loyal relationships and promotion of interactive bonding to encourage the extended period of business-customer relations.
 - * The coordination of customer relationship orientation and knowledge management to gather customer information and co-create and improve service quality.
- The findings revealed that the role of quality design sustain the customers' service experience and it is ensured by:
 - * The employee's behaviour and commitment to the quality of delivering the promised service and product, * The values of quality function deployment and the House of Quality Tool ensure delivery of the brand's blue print to each customer
- The literature findings revealed that SME salons might benefits from integrating the CRM capabilities and resources because this creates:
 - * The product/service-mix in brand communication as a CRM Strategy,
 - * The integration of people process and technology as components of the CRM System, and enables
 - * The integrative approach in creating value for the business and the customer

- The literature review found that the CRM systems and models have embedded disadvantages that pose challenges in contrast to the stated benefits which relate to the knowledge and expertise required to manage the integrated CRM's multi-channels.

5.2.2. Findings from Primary Research:

PART I A

Finding 1 Demographic and the Market Structure:

The findings about salon market demography and market structure of salons as revealed in chapter 4 analysis. The results revealed that the salon industry has targeted customers per their economic levels. The market structure played a role in terms of target locations to help creating a profitable business. High competition and economic challenges as raised in chapter 1 about the industry related to the data analysis results of in chapter 4. The applied cluster sampling techniques in chapter 3 also grouped salons per economic dependencies. The market structure also related to SA's economic facts, since clusters consecutively showed that low earning group level was 22.0%, the middle was 49.0% + 16.0% = (65.0%) and the highest of 13.0% economic level in clustering the salons' target customers. The values from collected data at the four clusters reliably aligned to the SA's economic wealth distribution and the demography of JHB Region-A. Information about targeting both genders (82.0%) and all ages (79.0%) related to salons' efforts for capturing profits. The popular salon locations were suburb (57.0%) and mall (24.0%), but stores at shopping centre (4.0%) and township (13.0%) rated low (Jercha, 2012) to well-define the population of this study area. Stores were positioned by cluster groups to generally spell where salons operated because the customer-base of over 66.0% monthly has suggested profitable salon services in the market. This is regardless of shorter operating period at 28.0% of only a year across all clusters (Statistics South Africa, 2014).

PART II A and B:

Finding 2. Activation and Interaction (A-a: AI 1-9):

Salons preferred customer activation strategies and implemented them at highest level of 94.0% by tracking trends of customer choices to activate and interact with them. Therefore, in general the customer base was at highest level of 66.0%. The CRM was used as a system to capture business information and to create customer Intel, but aimed at luring and attracting new customers of value by developing activities that trigger brand appreciation and appeal (Adalikwu, 2012).

Finding 3. Bonding and Retention (A-b: BR1-10):

The aspects of CRM strategies concerning interaction and bonding with customers were implemented at highest level of 96.0% by creating an environment that encouraged customer loyalty and retention, using all CRM channels. The activities of customer knowledge management allowed creation of customer Intel to enable value creation for customers and the company. Website and social media channels assisted in the knowledge gathering process and the salons used the information to create target-marketing activities (Küper, et al., 2014).

Finding 4. Creating Customer Experience (A-c: CCE1-3):

Findings revealed that (CCE) was the second highly and consistently implemented CRM strategy at salons. The deployment of creating customer experience strategies rated highest of 98.0% and salons exceedingly met customer expectations by optimising service quality and customer care to create individualised, memorable experience and a peaceful service environment. The assurance of a quality service created customer perceived value because service quality was affirmed through employees' attitude the will to deliver the experience to customer (Knowles, 2012).

Finding 5. Effective Time Management (A-c: ETM1-6):

Strategies on effective time management were deployed at the lowest 30.0% to show that salons did not prefer for customer relationship management. This showed a very high negativity towards the use effective time management. Time management activities across all salon clusters should be a business concern, but this research study showed that salons did not capitalise on CRM strategies and channels to effectively manage time. Sources regarded that effective time

management helped enterprises to increase competency and profitability due to better forecasting and effective budgeting. Moreover, time management supported customer satisfaction efforts since the right product or service was delivered to the right customer through the right channel, at right time and cost (Menaka, et al. 2012).

Finding 6. Dealing with Online Complaints (A-d: DOC1-5):

The findings revealed that in general, salons did not prefer to resolve customer complaints online. Instead salons availed preferred employee to particular customers in delivering their required service to ensure highest satisfaction rate at of 69.0%. The CRM strategies for dealing with online complaints rated the lowest of 32.0% compared to the most preferred face-to-face strategy. The manner in which a salon addressed customer complaints and handled customer feedback usually convinced or discouraged the customer's confidence and trust (Rojanadilok & Nanagara, 2013). Therefore, the businesses service of an SME salon could be measured by optimal usage of available resources and the leveraging of capabilities when addressing complaints (Singhal & Somani, 2014).

Finding 7. Dealing with Face-to-Face (A-d: FF1-5) Complaints:

The second highest rating CRM strategy preferred by salons was a consistent face-to-face resolution of customer complaints at 97.0% and across all salon clusters. The use of customer feedback was a general and positive CRM practice across all salon clusters. Customers formed the most important part of a salon business and resolutions of most customer complaints reduces attrition. Customers who take time to complain usually take time to tell others and through various online or face-to-face channels, the same applies to those whose complaints were well addressed (Chauhan & Sharma (2011).

Finding 8. Remedies to Deal with Dissatisfaction (A-d: RDD1-3):

Findings confirmed that the salon market have addressed customer dissatisfactions consistently and implemented across all the salon clusters at the highest rate of 100.0%. This was highest implemented and a consistent CRM strategy across all salon clusters by resolving dissatisfactions to maintain customer satisfaction. The rebuilding of customer trust has assured that dissatisfied individuals about a service's reliability were encouraged; loyalty extended retention periods. Consulted sources regarded that the average customer with an unresolved complaint tend to tell at least nine to ten people, that is about 13%. However, up to 95% of customers were inclined to return if the problem was resolved quickly (Chauhan & Sharma, 2011).

Finding 9. Competitive Advantage (B1-a: CA1-8):

The findings showed a highest rate 91.0% for (CA1-9), the CRM strategy was consistent at the salon industry. However, preference for the niche market within the industry was lower at 31.0%. Salons were learning organisations and have collaborated innovations through consistent CRM interventions to ensure value creation and customer satisfaction. Therefore, gained competency, reduced operational costs and created a profitable business. Employee-customer interactions and orientations promoted mutual co-creation of knowledge and encouraged bonding (Heizer & Render, 2014).

Finding 10. Profitability in Pricing (B1-b: PP1-8):

In general, findings confirmed that salons did not show preference to the use of price differentiation strategies to attract profits. At lower rates of 49.0% to 29.0%, the study confirmed that salons showed a higher negativity towards the use of pricing as CRM strategy for profitability. Consulted articles confirmed that price differentiation increased sales due to varied consumer purchase motives, but the results of this study proved that this was not the case within the salon market. The consulted sources suggested that innovation opened doors to price differentiation and allowed pricing products or services at levels of the core, the tangible and the augmented designs. In contrast, this study showed that salons did not use differentiation to enable value pricing. The demand trend pricing or penetration pricing as CRM strategies for business profitability were not applied (Kotler & Keller, 2012).

Finding 11. Ownership (B2-a: O1-7):

The finding showed that management ownership, CRM planning and strategy design differentiated the service delivery to highly enhance employee engagement at 99.0%. The management's visible support for employees and customers

presented traits of customer care to help creating service experience and led to employee/customer satisfaction. Ownership was an entrepreneurial attachment to the business and the steps for ownership initiatives assisted the managers to bundle innovation resources and the willingness to bear risk and/or acts of uncertainty (Hisrich, et al., 2011).

Finding 12. Employees (B2-a: E1-9):

The findings proved at higher consistency that salon employees demonstrated a professional and cultured behaviour towards customers and among themselves at highest rate of 96.0%. Employee skills and work knowledge have encouraged customer interactions that was built on trust. Employee management support also encouraged their commitment. In return, salons gained employee's service advocacy over many CRM channels. Sources asserted that people highly impact on CRM technology and business processes implementation. Therefore, by treating employees as partners, each individual was positioned as a building block of customer relationship development initiatives (Chen & Popovich, 2003).

Finding 13. Physical Evidence (B3-a: PE1-8) through Quality:

The findings proved that salons have created customer experience through quality services and products. Salons got rid of damaged equipment, furniture and kept sterile working tools in their stores. The protection of customer's privacy was consistently assured at high levels. Salon professionally maintained service tangibility at highest of 86.0% through safe and presentable interiors/exterior's appearance. Usually, service-based businesses adopt the 80% product and 20% service operations, as a result, salons upheld the five (5S) quality operations rule. The rule ensured clean service spaces and easy access to the required daily equipment as a standard operating system. The layout of physical evidence maximised revenues, increased efficiency and reduced service costs (Mohsan *et al.*, 2012).

5.2.3. Conclusions

The study made strong contribution to CRM strategies, quality and marketing theories by focusing on the integration of traditional and contemporary CRM models within the SME salon businesses. The study succeeded in laying out bridges between customer focus and business competence as the results of an effective CRM strategy and systems (Foster, 2013). Traditional (direct) and contemporary (indirect) CRM channels were associated to activities of customer activation and orientation, co-creation and knowledge management to state the importance of creating a two-way information sharing between the business and its customers. The overall illustration of this study revealed that collaborative integration of people, technology and quality processes as basic components of CRM had created value for both the business and its customers (Trainor, *et al.*, 2014).

5.3. RECOMMENDATIONS:

The research study's recommendations are that salon businesses could consider practices that prioritise on CRM strategy development and alignment to the overall business strategy. The salon's services quality contribute in value creation by prioritising on customer needs, wants and preferences to ensure customer satisfaction, loyalty and an extended customer lifecycle. The salon's management has to acquire enough knowledge about CRM models and requirements when choosing a CRM system in order to enhance beneficial effects and limit the embedded challenges. When implementing CRM models, decision on the best combination of business interaction channels will ensure positive integration. Knowledge acquisition and Information management help to develop a reliable customer Intel and ensure positive and memorable customer experience over different CRM channels. Performance measurements such as developing KPIs against CRM objectives will promote competency and ensure profitability. Any level of effort to create positive change of culture and quality improvement by engaging all customers will help to manage commitment and support.

5.4. .CONCLUSION:

The future research investigations might look at the heterogeneity of observations in this study to examine the effects of CRM from customers' perspectives. It would be exciting to investigate on the impact of CRM within the beauty industry as a whole in relation to size of the SME salon business, responsive views of salon employees as well as suppliers. Also, to investigate the impact of CRM by clustering various types of SMEs and contrast the kinds of effects on their businesses. Moreover, further studies may focus on how businesses perceive the use of social media websites to activate customers or what customers said about CRM benefits and access to business services using social media. The

comparison of social CRM or (indirect) and traditional CRM or (direct) channels might be fascinating (Trainor, *et al.*, 2014). The topic might further investigate on the effects of CRM within SME salon businesses from a provincial, national, regional or make a global coverage to broaden outcomes of this research. The salon market is part of the beauty industry, the raised research question may cover the broader market industry. Furthermore, the concept of CRM proved to be a strategic requirement for small and big businesses; therefore, the topic possibly extends to all service based companies. Another focus could be on a different industry all together, such as manufacturing, retail, transport, etc. Other related topics about CRM might investigate on the aspects of implementation framework and measurements, focus on Social CRM or the impact of integrating the components of CRM within the same salon industry. An in-depth study on the advantages and disadvantages of CRM models might help SMEs understand and make better choices.

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