

RESM ASSIGNMENT

RESEARCH DISSERTATION

**The Effect of Pick n Pay Westville's Customer Relationship
Management on their Customer Relationships**

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DECLARATION

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All sources utilised herein have been acknowledged and accurately referenced according to the Harvard referencing technique. The author and date have been cited for all in-text references with the page number being cited for direct quotations. Additionally, a full and thorough reference list of any and all authors cited throughout this dissertation is included at the end of this article. Tables and figures have also been referenced throughout the text as well as in the final reference list.

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ABSTRACT

This small-scale study investigated the way in which Pick n Pay's customer relationship management (CRM) efforts being implemented and the influence these efforts are having on their customer relationships. The research specifically focusses on Pick n Pay and why their efforts have varied effectiveness when influencing customer relationships. More specifically this research focusses on Pick n Pay Westville.

Good customer relationships are key to business success. Thus, CRM systems are becoming more and more crucial for organisations looking to build and improve long-term meaningful relationships with their customers. Although this might be the case many organisations (Pick n Pay included) are struggling to seamlessly integrate their CRM systems across all their operations. This has created disparities within CRM programmes which poses a threat to customer life-time value. Disparities and a consequent threat that is caused by organisations placing more effort on loyalty and rewards programmes whilst neglecting the customer experience.

This study reviews various common themes amongst retail organisations implementing CRM programmes. These themes touch on the varied effectiveness of different CRM programmes as well as the current situation within Pick n Pay Westville and how this situation is affecting their customer relationships.

The information collected throughout this study was gathered through a mixed methodology design. This allowed for flexibility and revealed key insights throughout the primary research. This improved the credibility of the research by including quantitative and qualitative evidence and data. This is because there are definite numbers and percentages, substantiating claims and observations within the research.

Insights led to meaningful findings and subsequent recommendations. Findings and recommendations that paint a clearer picture of Pick n Pay Westville's current CRM programmes and aim to assist Pick n Pay Westville and national in improving their CRM programmes and in turn foster and maintain long-term meaningful customer relationships.

GLOSSARY OF TERMS

The following definitions and conceptualisation are considered in this document

Corporate communication - According to Slabbert and Barker (2012) Corporate communication is seen as any internal or external communication aimed at stakeholders, to achieve a sustainable long-term positive reputation.

Herein, corporate communication is a term used to analyse the CRM framework. It is also used when analysing the effects of Pick n Pay Westville's CRM on customers.

Customer - A customer is an individual or group that; "exchange resources for the products of the retail organisation and in return receive the benefits of the products. Customers provide the lifeblood of the firm in the form of revenue" (Freeman, 1984: 43). Customers are a primary strategic stakeholder within any retail organisation as they can drastically affect or be affected by a retail organisation.

Customers are therefore the primary target audience for this research because, customers are directly impacted by Pick n Pay Westville's CRM programmes.

Customer relationships - According to Slabbert and Barker (2012), customer relationships are similar to organisational stakeholder relationships. Thus, customer relationships; "can be defined as the management of common interests between the retail organisation and customer(s) over time, to reach a mutual-beneficial goal through continuous two-way symmetrical CRM" (Slabbert & Barker, 2012: 4).

For the purpose of this research, customer relationships are defined as any ongoing interaction by an individual or group with Pick n Pay Westville.

Customer relationship management (CRM) - CRM can be seen as an external communication effort, programme or function aimed at customers and implemented by a retail organisation. “CRM is a means of addressing increasing competition, changing economic conditions and promotional dependence through the use of intimate customer knowledge” (Baran *et al.*, 2014: 2).

Within this research, an analysis of organisational CRM is conducted. This research analyses customer service, loyalty programmes, community building and customisation programmes used by Pick n Pay Westville to compile knowledge and data-based customer profiles.

CRM channels - CRM channels are vital to the success of a retail organisation and organisational CRM. Chan (2005: 33) states that; “customers can interact with a firm in many ways and through many channels. These can include the transactions at in store and participation in direct mail campaigns”

For the purpose of this research, CRM channels are considered as any type or method of two-way communication occurring between Pick n Pay Westville and its customers.

Management - “The retail organisation and coordination of business activities in order to achieve defined objectives” (Businessdictionary, [s.a.]).

Thus, within the context of this research, management refers to the people and subsequent department heads responsible for Pick n Pay Westville and coordination of CRM activities.

Retail organisation - “An organised group of people with a particular purpose, such as a business or government department” (Oxforddictionaries, [s.a.]).

For this research, a retail organisation can thus, be seen as a business entity namely; Pick n Pay Westville whose primary purpose is to make profit whilst adhering to a triple-bottom line approach.

Strategic stakeholders - A strategic stakeholder is seen as; “any group or individual who can affect or is affected by a retail organisation and its activities” (Freeman, 1984: 42).

For the purpose of this research, customers are considered as the primary strategic stakeholders within Pick n Pay Westville.

Stakeholder management - “The management of common interests between the retail organisation and strategic stakeholder(s) over time, through continuous two-way symmetrical communication” (Slabbert & Barker, 2012: 4).

The following research uses, stakeholder management to analyse Pick n Pay Westville’s CRM and its influence on customer relationships.

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CHAPTER ONE: INTRODUCTION TO THE RESEARCH

1.1 Research Title

The Effect of Pick n Pay Westville's Customer Relationship Management on their Customer Relationships.

1.2 Introduction and Contextualisation

This section presents a brief overview of the research and places the research in context.

1.2.1 Introduction

Chapter one introduces the following research to be conducted. This chapter identifies and presents the research problem. Additionally, the research problem is contextualised and the purpose and rationale for the research are outlined. As such, the research objectives are presented along with the chapter outline for the following research.

1.2.1.1 Proposed Journal

The proposed journal for this study is the *Journal of Marketing*. This study deals with various topics discussed in this journal.

1.2.2 Contextualisation

Good customer relationships are key to business success. Thus, "The use of customer relationship management (CRM) systems are becoming increasingly important to improve customer life-time value" (Mishra & Mishra, 2009: 83). Chan (2005) however, states that customers may experience negative interactions when dealing with certain retail organisations. This is due to CRM disparities within a retail organisation.

This has created a pressing issue for Pick n Pay Westville because, as new CRM products and services are being developed, customers note that greater disparities are being created. Chan (2005) points out that this is leading to serious channel disparity and neglect of traditional CRM channels. Channels needed to communicate with stakeholders and satisfy

all customers' interests simultaneously and remain competitive within the market (Chan, 2005).

As well as channel disparity, Baran, Zerres and Zerres (2014) refer to business processes and technologies that are becoming increasingly disproportionate which in turn, is increasing the disunion within CRM. Thus, affecting retail organisations' ability to foster long-term meaningful relationships with their customers.

1.3 Rationale and Relevance

CRM is increasingly significant for organisations worldwide. Baran *et al.*, (2014) identify that this is due to the challenging and dynamic business environment.

As noted above, "the use of customer relationship management (CRM) systems are becoming increasingly important to improve customer life-time value" (Mishra & Mishra, 2009: 83). Chan (2005) however, states that customers may experience varied interactions with certain organisations. As new CRM efforts and channels are developed daily, greater disparities are created. As well as channel disparity, Baran *et al.*, (2014) refer to processes and technologies that are becoming increasingly disproportionate, further exacerbating the disunion within CRM.

This study gathered information about CRM loyalty and rewards programmes as well as customer service and community building within Pick n Pay Westville. This will allow Pick n Pay Westville to identify areas where they can improve and foster long-term relationships with their customers. This research also identifies what CRM efforts Pick n Pay Westville are successfully implementing and how this successful application of CRM is influencing customer relationships.

This research aimed to increase the body of knowledge within society and the corporate communication field. Therefore, providing Pick n Pay Westville with the information needed to improve their communication and CRM systems. Lastly, the research will allow Pick n Pay Westville to make better decisions and take action to build and maintain long-term meaningful customer relationships. This will improve Pick n Pay Westville's customer loyalty which will translate into increased profits.

1.4 Problem Statement

According to Pick n Pay (2018: 35) the organisation is; “reliant on enterprise-wide information technology.” Pick n Pay (2018) further note that they are continuously developing new, innovative CRM loyalty and rewards programmes. Based on previous studies into retail organisations, Chan (2005) notes that this is causing channel disparities within retail organisations such as Pick n Pay Westville. Considering a prior small-scale study, customers stated that given this increased focus noted above, Pick n Pay Westville are neglecting customer service and community building. Thus, Pick n Pay Westville customers are experiencing varied experiences when interacting with the organisation and its various CRM effort. Therefore, Pick n Pay Westville’s CRM efforts are not as effective as they could be, warranting the need for this research.

1.5 Purpose Statement

This study investigated the way in which CRM efforts are being implemented by Pick n Pay Westville and why these efforts have varied effectiveness when influencing customer relationships. This allowed for a clearer picture of Pick n Pay Westville’s CRM function to be created and in turn, minimise CRM disparities within the retail organisation. This will allow Pick n Pay Westville to improve their customer relationships, loyalty and therefore, profits.

1.6 Research Questions

- How does CRM influence customer relationships?
- Do Pick n Pay Westville’s various CRM programmes affect their customer relationships in different ways?
- Do customers think that Pick n Pay Westville place more effort on their CRM loyalty and rewards programmes whilst neglecting customer service?

1.7 Research Objectives

- To evaluate how CRM influences customer relationships.
- To determine whether Pick n Pay Westville’s various CRM programmes are affecting their customer relationships in different ways.
- To investigate whether customers think that Pick n Pay Westville are placing more effort on their CRM loyalty and rewards programmes and neglecting customer service.

1.8 Chapter Outline

Chapter One; provided an overview of the research and outlined the purpose and objectives for the research.

Chapter Two; presents the theoretical foundation and approach for the research whilst various sources of literature aligned with the research objectives are presented and reviewed.

Chapter Three; presents the research methodology and design for the research. Chapter three also presents the population of the research and subsequently, the sample size and sampling methods. Additionally, chapter three presents the data-collection method and data analysis methods to be used during the research.

Chapter Four; presents the research findings of the data collected as well as a discussion of these findings in relation to the research objectives.

Chapter Five; provides a conclusion to the research and presents a summary of the findings from the research and literature in relation to the research objectives. Furthermore, the chapter presents a conclusion and makes recommendations for each research objective.

1.9 Conclusion

This chapter has presented an introduction to the research and provided a chapter outline for the research. The following chapter presents the theoretical foundation, approach and key sources of literature for the research.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

Chapter two conceptualises various key concepts within the research. Additionally, this chapter presents the theoretical foundation and approach of the research. Moreover, this chapter presents various key sources of literature related to general theory and linked to the research objectives.

2.2 Conceptualisation

The following are key concepts within the context of this research study;

- Stakeholder theory
- Customer Relationship Management (CRM)
- CRM programmes
 - o Customer service
 - o Loyalty and rewards programmes
 - o Community building
 - o Customisation

Through this research study a thorough investigation into these key concepts has been conducted. Discussion and further conceptualisation can be seen in the following theoretical foundation and literature review.

2.3 Theoretical Foundation

Theoretical foundation presents the theoretical grounding behind the research. This section presents and discusses the general theory and framework to be applied throughout the research.

2.3.1 The Stakeholder Theory

According to Hill (2017) and Business Ethics Quarterly (2019) in the past, people believed that the idea of 'business ethics' was a directly contradicting statement. However, creating and providing value for stakeholders whilst operating ethically, is the key to success for any retail organisation (Klopper & North, 2011).

According to Steyn and de Beer (2009), a stakeholder is defined in many different ways however, the general definition states; "that a retail organisation should take into consideration the needs, interests and influences of people and groups who either impact, or may be impacted by its strategies, policies, and operations" (Steyn & de Beer, 2009: 39). Considering this, it is clear that the concept of stakeholders is by logical reasoning, sourced from the idea of a stockholder note Jones, Harrison and Felps (2018).

Stakeholder theory (approach) is thus, seen as an integral framework, to be applied in the domain of corporate governance (Freeman, 1984). Given the above, Freeman (1984) therefore notes, that stakeholders have a right, when needed, to demand specific actions by management. Thus, the stakeholder theory highlights the importance of proactive management and monitoring of stakeholder relationships as well as the business environment (Jones *et al.*, 2018).

Freeman (1994) accordingly notes that proactive management will result in the promotion of shared interests, for all those involved with the retail organisation. Steyn and de Beer (2009) as well as Cornelissen (2017) therefore, state that the needs, wants and expectations of key strategic stakeholders, must be considered and integrated throughout the retail organisation's operations. Ergo, Steyn and de Beer (2009) express that the stakeholder theory is crucial to ensure a retail organisation's survival.

2.3.2 Customer Relationship Management Framework

During his years in the marketing industry, Russel S. Winer developed a framework for CRM (Greenleaf & Winer, 2002). This, allowing for a complete perspective of the CRM process to be understood by retail organisations (Greenleaf & Winer, 2002). The model is made up of seven components, namely; “1. A database of customer activity, 2. Analyses of the database, 3. Customer selection, 4. Customer targeting, 5. Relationship marketing, 6. Privacy issues, 7. Metrics” (Winer, 2001: 4-25).

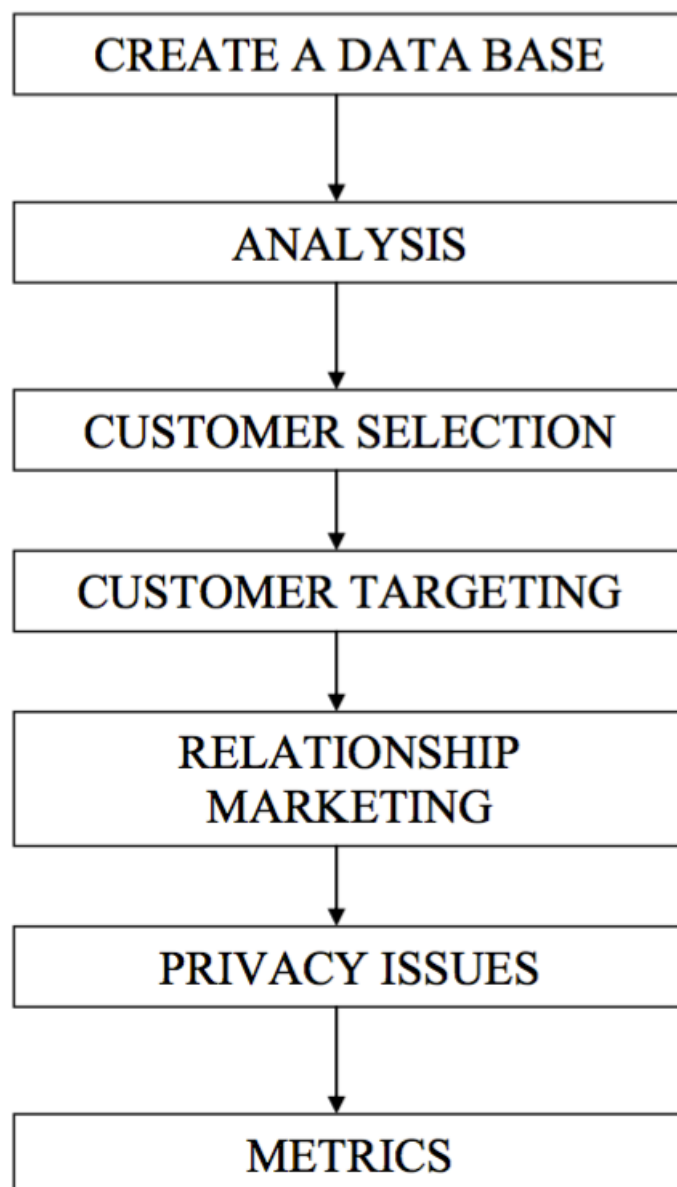


Figure 2.1: Winer, 2001. *Customer Relationship Management Framework*. Stern School of Business, New York. (Winer, 2001: 25).

Not only does the framework provide an overview of the CRM process, but it provides a; “business strategy to select and manage customers to optimize long-term value” (Greenleaf & Winer, 2002: 357). This framework therefore, goes beyond just inducing customer purchasing (Greenleaf & Winer, 2002). This process aims to satisfy customers’ needs and in turn; “build better long-term relationships with customers” (Greenleaf & Winer, 2002: 357). Relationships, that can be transformed in order to increase profitability, by reducing customer acquisition costs (Winer, 2001).

The above is only possible through extensive relationship marketing. A concept developed by Winer (2001) along with his CRM framework. Relationship marketing consists of four components namely; “customer service, loyalty and rewards programmes, customisation, and community building” (Winer, 2001: 15). These components are commonly known as CRM programmes (Steyn & de Beer, 2009). These are the individual programmes, utilised by organisations to build long-term relationships with customers (Greenleaf & Winer, 2002).

Considering the above and looking at the general definition of a stakeholder, it is clear that Freeman’s stakeholder theory forms the basis for CRM and aligns directly with Winer’s CRM framework. Further similarities can be drawn between Freeman’s stakeholder theory and Winer’s components of relationship marketing. As one can see, there are many links between the stakeholder theory, CRM, stakeholder management, and therefore this study. This is because, they share common characteristics, processes and goals. Thus, CRM follows the same core principles of the stakeholder theory (Braganza, Stebbings and Ngosi, 2013).

2.3.3 Theoretical Approach

This section evaluates and determines how and why CRM efforts are affecting customer relationships. Thus, the focus is on the development, implementation and management of CRM. This aligns with the three research objectives:

- To evaluate how CRM influences customer relationships.
- To determine whether Pick n Pay Westville's various CRM programmes are affecting their customer relationships in different ways.
- To investigate whether customers think that Pick n Pay Westville are placing more effort on their CRM loyalty and rewards programmes and neglecting customer service.

In order to effectively investigate the above-mentioned objectives, the identified stakeholder theory and CRM framework have been applied. This, to establish the relative presence of the problem being studied. Given the nature of the problem, it is appropriate to review the relationship between the stakeholder theory and CRM framework as well as their impact on Pick n Pay Westville's CRM programmes.

Research objective 1 evaluates how organisational CRM influences customer relationships. Thus, this evaluation, considers CRM's theoretical foundation in the stakeholder theory and how Winer's CRM framework can be applied to the influence of CRM.

Research objective 2 determines whether Pick n Pay Westville's various CRM programmes are affecting their customer relationships in different ways. This is determined by analysing the effects of Winer's relationship marketing components. This, whilst considering each CRM programme's alignment with Freeman's stakeholder theory.

Research objective 3 investigates whether customers think that Pick n Pay Westville are placing more effort on their CRM loyalty and rewards programmes and neglecting customer service. This investigation considers the aforementioned objectives. Whilst considering organisational integration and systemic adherence to Winer's CRM framework and relationship marketing components.

2.4 Review of Previous Literature

2.4.1 Research Objective One: To Evaluate How CRM Influences Customer Relationships

Traditionally, CRM was solely focussed on collecting and managing customer data, most commonly sourced through direct interaction between the organisation and customers (Enache, Novac Ududec & Sbughea, 2016). “The CRM concept has since evolved in such a way that nowadays, it must be viewed as a strategy to maintain a long-term relationship with customers” (Mishra & Mishra, 2009: 83). It is thus, evident that the use of CRM is becoming increasingly necessary to build and improve customer lifetime value within a retail organization (Sahu & Das, 2018). According to Freeman’s stakeholder theory, customer lifetime value is a crucial part of success for any organisation.

Chan (2005) notes that this necessity has led to CRM technologies maturing and growing in sophistication exponentially in the last 10 years. Hence, a wide variety of CRM channels, mediums and functions have been developed and implemented in many retail organisations worldwide, states Rahimi (2017). CRM therefore, has multiple variations and in turn different influences on customer relationships (Winer, 2001). As identified by Chan (2005) and Winer (2001), CRM applications often provide point solutions from handling predictive segment modelling to automated alerts, web-based interactions and emails.

Winer (2001) does however note, that despite the wide variations within CRM, the development, implementation and management is still rooted around the CRM framework. This, to ensure that the needs, wants and expectations of key strategic stakeholders are considered and integrated throughout the retail organisation’s operations note Steyn and de Beer (2009), Cornelissen (2017) as well as Braganza *et al.*, (2013). These authors clearly identifying how CRM’s influence on customer relationships is rooted in Freeman’s stakeholder theory.

Given the above, it is clear that the CRM revolution is here. Winer (2001) shows how the CRM space has become flooded with products that can do anything for the retail organisation; from tracking customer behaviour, sending direct emails to skilfully predicting

and influencing the future actions of customers. Delers and Cadiat (2016) postulate that CRM provides a more detailed layer of data and information that allows organisations to interact with customers through multiple channels. This expansion of data and information, has allowed organisations to effectively communicate with customers in an omnichannel retail environment (Enache *et al.*, 2016).

Subsequently, CRM now ensures that an organisation is able to; “talk to customers the way they talk to each other” (Enache *et al.*, 2016). In other words, “CRM allows you to tailor your communications to your customers' needs and expectations” (Delers & Cadiat, 2016). Winer (2001) further notes, that CRM has been acknowledged as the ‘mantra’ of ‘marketing’ in the 21st century. Furthermore, Mishra and Mishra (2009) note that this understanding and knowledge of customer needs, wants, expectations and behaviour has allowed retail organisations to provide value-added services for customers, that are personally tailored and relevant.

Consequently, Liu (2019) has identified that this development, approval and demand for CRM has made it an invaluable tool for organisations' marketing communication. This is due to CRM's ability to influence customer relationships with organisations (Liu, 2019). The effectiveness and influence of CRM has however, developed through Winer's framework for customer relationship management (Winer, 2001). This framework has allowed organisations to effectively meet the needs of their customers, influence their perceptions and in turn, build long-term meaningful relationships between the organisation and its customers (Cornelissen, 2017). Furthermore, as an electronic marketing tool, this framework has allowed companies such as; Oracle, Siebel and Kana to dominate the online marketing sphere as identified by Winer (2001).

The above development and approval of CRM has meant that in the US alone, “CRM is now practiced by approximately 45% of companies in retailing, aircraft and utilities; 50-55% of companies in the financial services, pharmaceuticals and transportation; and 70% of companies in telecommunication and credit” (Baran *et al.*, 2014: 3). These CRM programmes, are implemented with the sole purpose of customer acquisition as well as customer retention state Min, Zhang, Kim and Srivastava (2016). Baran *et al.*, (2014) go further to note that strategies of customer retention have been used to differentially target customers, as well as influence, affect and improve relationships for both buyers and sellers.

It must also be noted, that another recently influential CRM framework has started to develop note Dewnarain, Ramkissoon and Mavondo (2019). This integrated conceptual framework for social customer relationship management (SCRM) is revolutionising the landscape of CRM, marketing and marketing communication state Kim and Wang, (2019); providing a new and effective way to influence customer relationships utilising social networking and social media such as Facebook, LinkedIn and Instagram (Dewnarain *et al.*, 2019).

2.4.2 Research Objective Two: To Determine Whether Pick n Pay Westville's Various CRM Programmes are Affecting their Customer Relationships in Different Ways

Given the above information and the impetus placed on CRM, Winer's framework of customer relationship management (Winer, 2001) plays a crucial part in the development, implementation and management of CRM programmes for many organisations (Cornelissen, 2017). Within this model, the components of relationship marketing are pertinent to this study. The components include the various types of CRM efforts identified by Winer (2001), that retail organisations make use of in order to influence customer relationships.

When discussing the components of relationship marketing, Winer (2001) proposes four types of relationship programmes that can be used by retail organisations. These programmes will allow retail organisations to target customer expectations, measure satisfaction and manage relationships with different customer groups (Greenleaf & Winer, 2002). Winer (2001) also notes, that it is important to remember that CRM goes beyond email offerings. According to Winer (2001), CRM is more of a technique than a specific activity, to be implemented in a specific way. Winer (2001) thus, identified the following four CRM efforts as a means for retail organisations to deliver high levels of customer satisfaction. The implementation of these programmes will provide retail organisations with the means to strengthen their strategic competitive advantage over competitors (Braganza *et al.*, 2013).

The first CRM programme proposed by Winer (2001) is customer service. In general; "any contact or 'touch points' that a customer has with a firm is a customer service encounter"

(Winer, 2001: 15). These contact points have an inherent capability to foster and build relationships with customers and gain repeat business (Meyer & Schwager, 2007). According to Chan (2005), these contact points also have an inherent capability of creating a negative customer experience, often leading to lost opportunities for a retail organisation. It is clear that customer service has a strong influence on the customer experience and therefore, customer relationships (Meyer & Schwager, 2007). Consequently, customer service has the ability to influence an organisation's profitability (Kimberly, 2015). This, if the customers' needs are sufficiently considered (Kimberly, 2015) as noted in the stakeholder theory.

Given the proliferation of customer touch points, Winer (2001) has broken customer service down into two forms, namely; reactive service and proactive service. As proposed by Winer (2001), reactive customer service will occur in situations where a customer has a problem and accordingly contacts the retail organisation. Baran *et al.*, (2014) note that these contact points occur when a customer contacts the retail organisation via phone, the company website, or email and surveys. When customers communicate with a retail organisation in this way, it is imperative that retail organisations respond in a timely and respectful manner (Kimberly, 2015). If organisations fail to do so, it can lead to a negative customer experience and a tainted customer relationship note Meyer and Schwager (2007) and Kimberly (2015).

On the other hand, proactive customer service is a form of proactive CRM (Greenleaf & Winer, 2002). This occurs in situations where management communicate with customers, before they have to complain (Kimberly, 2015). As noted by Chan (2005) customers interact with the retail organisation in many different ways. Thus, maintaining a strong dialogue with said customers will maintain strong customer relationships (Freeman, 1994). This will ensure that the organisation proactively engages with and satisfies customers' needs, wants, expectations and interests (Freeman, 1984).

Given the above, it is clear that customer service directly affects the customer experience through various touch points (Braganza *et al.*, 2013). It must however be said, that many organisations have to focus more on reactive customer service and forget about proactive customer service note Chan (2005). Therefore, it is evident that there is a direct alignment and theoretical grounding between Freeman's Stakeholder Theory and customer service as proposed by Winer (2001).

The second and third CRM programmes proposed by Winer (2001) are loyalty and rewards programmes. “Loyalty and rewards programmes provide rewards to customers for repeat purchasing” (Winer, 2001: 16). According to Baran *et al.*, (2014) over 60% of grocery retailers use loyalty and rewards programmes (frequent shopper programmes) worldwide. This in turn, means that such programmes are becoming a fundamental, competitive prerequisite in many industries worldwide (Butscher, 2016). Loyalty and rewards programmes are now being seen as a customer retention strategy implemented by retail organisations (Butscher, 2016). This, to increase customer switching costs and provide extensive barriers to entry for competitors as identified by Winer (2001).

Baran *et al.*, (2014) however note, that many customers participate in these loyalty and rewards programmes as a means of receiving the best possible discount. As one can see, if retail organisations do not adapt and implement sufficient customer loyalty and rewards programmes, retail organisations will see a decline in sales (Butscher, 2016). Consequently, this will lead to a loss of opportunities and possibilities for future-growth, states Chan (2005).

Considering the fundamental influence of loyalty and rewards programmes, it is clear that they minimally affect the customer experience. Rather, loyalty and rewards programmes influence customer purchasing habits and loyalty to the organisation notes Butscher (2016). This, by offering incentives and benefits to customers of the organisation (Greenleaf & Winer, 2002). Ergo, it is evident that there is theoretical grounding between Freeman’s stakeholder theory and the loyalty and rewards programmes proposed by Winer (2001). It must however be noted, that there is no direct alignment between loyalty programmes and the Stakeholder Theory state Braganza *et al.*, (2013).

The fourth CRM programme proposed by Winer (2001) is community building. According to Winer (2001), a network available for customers to share stories and product information, is imperative to the success of the CRM function. According to Mishra and Mishra (2009) as well as Friedlein (2003) training and information about a product is an integral part of a retail organisation’s CRM. If customers have the ability to communicate with others within this community network, this training and information flow will be more effective and efficient (Kimberly, 2015).

The last programme is important but at this point in time, not a necessity within retail organisations. Customisation, goes beyond marketing and management (Winer, 2001). As noted by Winer (2001) customisation implies that retail organisations will develop and create unique products for the individual needs of customers. This is a strong CRM programme that can be implemented by retail organisations. It must be noted however, that these programmes often fail to deliver due to; “poorly written objectives, and inferior technical performance” (Baran *et al.*, 2014: 3).

As one can see, there are a variety of CRM programmes, functions and methods that customers are exposed to on a daily basis. Considering the above-mentioned CRM programmes, functions and methods it is clear that each of these will impact a customer’s experience in a certain way (Braganza *et al.*, 2013). Furthermore, the implementation of the above-mentioned techniques will determine the type and length of relationship a customer will have with a retail organisation, as noted by Winer (2001). If this implementation is carefully considered and managed correctly, retail organisations will be able to deeply understand customer behaviours and interests (Cornelissen, 2017). An important role in customer satisfaction (Freeman, 1994).

This in turn, will allow managers in a retail organisation to identify and focus on customers who will deliver high volumes of data and thus, long-term profits for the retail organisation notes Winer (2001). Although this is the case, according to Chan (2005), there are many retail organisations that have extensive resources devoted to CRM programmes, however many of these retail organisations are not considering said CRM programmes holistically or systematically.

Baran *et al.*, (2014) note that customers have three basic needs; product and price information, product use instructions, and partnership with a retail organisation selling the product. According to Freeman’s stakeholder theory, if retail organisations can implement the above-mentioned CRM techniques effectively these customer needs will be met and long-term sustainable profits will be achieved.

On the other hand, Chan (2005) and Butscher (2016) identify that if there are disparities caused by organisational systems and boundaries, customers may experience disconnected views. According to Freeman (1994) these disconnected views can be

detrimental to the retail organisation, and can heavily impact on said customer relationships and therefore, the long-term profits of a retail organisation.

2.4.3 Research Objective Three: To Investigate Whether Customers think that Pick n Pay Westville are Placing More Effort on their CRM Loyalty and Rewards Programmes and Neglecting Customer Service

It is clear when looking at the literature and information above that there is indeed an exponential CRM revolution. This has been identified by Winer (2001) throughout his research and further reinforced by Dewnarain *et al.*, (2019) and their developments within the field of CRM. Dewnarain *et al.*, (2019) state that this impetus has been caused by a lightbulb moment. Accordingly, Baran *et al.*, (2014) highlight how retail organisations have started to notice a dramatic increase in profits from a small increase in customer management and retention.

The above information is supported by Frederick F. Reichheld's many studies conducted at Harvard business school note Winer (2001) and Dewnarain *et al.*, (2019). Winer (2001) shows how Reichheld's studies identified that a 5% increase in customer retention can lead to a 95% increase in overall net profits delivered by customers. Dewnarain *et al.*, (2019) postulate that this is exponential growth that many retail organisations cannot look past. Consequently, over 60% of grocery retailers use loyalty programmes says Baran *et al.*, (2014).

Although the above may be extremely positive, the 60% noted above has created some disparity within the development, implementation and management of many organisations' CRM programmes notes Chan (2005). This has created a negative aspect of CRM, that needs to be considered by retail organisations when implementing CRM programmes.

It is clear that there are a wide variety of retail organisations, that are unable to seamlessly synchronise CRM processes and programmes, across various customer contact points according to Chan (2005). Lenskold (2002) identifies that as marketing budgets get leaner and pressure to deliver increased profitability, retail organisations are starting to neglect

certain crucial functions of customer management. Hence, retail organisations are failing to fully satisfy customer needs and expectations note Baran *et al.*, (2014).

Due to the above, customers are experiencing a variety of disconnected organisational views, says Chan (2005). According to Baran *et al.*, (2014) and Chan (2005) this failure is caused by a variety of problems and disparities within CRM departments and programmes. Baran *et al.*, (2014) suggest that the problem with CRM is being caused by poorly written goals and objectives, menial technical ability and performance and lastly, the lack of clear leadership and project responsibility.

Chan (2005) further postulates that CRM failure is caused by the inefficiency of management, the inability to synthesise CRM systems as well as the non-existent approach to analytics. Butscher (2016) and Braganza *et al.*, (2013) however state, that these disparities are caused by organisations focussing on building large customer databases whilst, neglecting the customer experience.

2.5 Conclusion

This chapter presented the theoretical framework and approach for the research. This chapter also presented the literature related to general theory and linked to the research objectives. This literature will be presented and further discussed in chapter 4.

The following chapter presents and discusses the research methodology implemented throughout the research.

CHAPTER 3: RESEARCH METHODOLOGY

3.1 Introduction

Chapter three presents the adopted research paradigm and design for the research. Additionally, this chapter identifies and presents the units of analysis, population and population parameters for the research. This, along with the sample size and sampling methods considered and implemented during data-collection. As such, this chapter presents the data-collection method and data analysis methods implemented during the research.

3.2 Research Paradigm

The aim of this research was to “describe meaningful social actions and experiences” (du Plooy-Cilliers, Davis & Bezuidenhout, 2014: 34) whilst identifying causal relationship between these actions and experiences. Thus, a combination of both interpretivism and positivism were employed in conducting this research.

Interpretivism analyses the environments that human beings find themselves in, describing, how these environments influence social actions (du Plooy-Cilliers *et al.*, 2014). Whilst, positivism identifies; “causal relationships in order to predict and control events” (du Plooy-Cilliers *et al.*, 2014: 34).

Interpretivism has been influenced by three intellectual traditions namely; symbolic interactionism, phenomenology and hermeneutics (du Plooy-Cilliers *et al.*, 2014). Symbolic interactionism is an intellectual tradition that sees society and the world around it, as symbolic and constructed (Maree, 2015). du Plooy-Cilliers *et al.*, (2014) and du Plooy (2009) note that, phenomenology aims to analyse how human beings and subsequently individuals make sense of society as well as the world around them. Lastly, hermeneutics; “is concerned with the ‘theory and method of the interpretation of human action’” (du Plooy-Cilliers *et al.*, 2014: 28).

Given the above, the ontological and axiological positions of this research are grounded in interpretivism and positivism. Ergo, a mixed methodology research design and methodological position account for these juxtapositions (Kumar, 2011). Furthermore, the meta-theoretical position of this research study is grounded in both interpretivism and positivism (Kumar, 2011).

When analysing the stakeholder theory and the purpose of this study, it is clear that this study aimed to gain in-depth knowledge into customers' relationships with Pick n Pay Westville, whilst identifying causal relationships influencing these relationships.

3.3 Research Design

Considering the research paradigms used in this research; the research design and approach consist of a combination of qualitative and quantitative research. Although this research consisted primarily of qualitative research, it has been supported by quantitative research and data. Therefore, this research consists of a mixed methodology. Thus, the design is qualitative in terms of phenomenology.

du Plooy-Cilliers *et al.*, (2014) note that the priority within qualitative research is to explore, describe and understand. Consequently, the priority is not to quantify or predict outcomes. It must be noted that, including some form of quantitative evidence and data improves the credibility of the research. This is because there are definite numbers and percentages, that can substantiate the claims and observations within the research (du Plooy-Cilliers *et al.*, 2014).

When developing and implementing mixed methodology research, one must ensure that there is both a consistent and cumulative arrangement throughout the research. Therefore, according to du Plooy-Cilliers *et al.*, (2014) when conducting the research, design coherence must be ensured.

Considering the above a mixed methodology design has been applied throughout the research study in its entirety. Therefore, design coherence has been ensured continuously and cohesively.

3.4 Population and Sampling

3.4.1 Population

The population refers to the group of individuals with specific attributes and characteristics that data will be collected data from, in order to answer the research questions (du Plooy-Cilliers *et al.*, 2014).

3.4.1.1 Units of Analysis

The units of analysis for this research are customers of Pick n Pay, Village Market, Westville, that responded to the survey.

3.4.1.2 Target Population

The target population of this research are all customers of Pick n Pay Westville. Pick n Pay Westville's management were reluctant to divulge the size of the population but intimated that it is approximately 1500-2000 people daily.

3.4.1.3 Accessible Population

The accessible population of this research are customers of Pick n Pay Westville from central Westville.

3.4.1.4 Population Parameters

- The participants had to be a customer of Pick n Pay in Village Market, Westville.
- The customer had to be over the age of 18.

3.4.2 Sampling

3.4.2.1 Non-Probability Sampling

It is important to note that when choosing elements for the sample (people on a sample list), one cannot simply select who they want to select. For the purpose of this research non-probability sampling was used to select respondents. “Non-probability sampling is used when it is impossible to determine who the entire population is, or when it is difficult to gain access to the entire population” (du Plooy-Cilliers *et al.*, 2014: 142). According to du Plooy-Cilliers *et al.*, (2014) the sample is therefore selected by the researcher.

Thus, the sample selected sample was not completely random. Consequently, the elements within the population did not have an equal opportunity to be selected for the sample.

According to du Plooy-Cilliers *et al.*, (2014) non-probability sampling is used, when the researcher wants to draw a sample in line with the population parameters and when generalising results is not the primary aim of the research study.

Given the nature of the research, it was impossible to gain access to the entire population. Therefore, non-probability was used to draw a sample from the large population. Considering that this research design is geared towards both qualitative and quantitative research thus, a sample size of 30 respondents was decided upon given the time constraint of the research.

3.4.2.2 Sampling Methods

For the purpose of this research, a combination of four non-probability sampling methods were used, namely; accidental sampling, convenience sampling and purposive sampling.

Convenience sampling is primarily used to pre-test surveys notes du Plooy-Cilliers *et al.*, (2014). Therefore, convenience sampling was used to pre-test the data-collection instrument and during final data-collection.

According to du Plooy-Cilliers *et al.*, (2014) accidental sampling does not need a sampling frame however, if combined with purposive sampling the results of the study will be more reliable. By using only accidental sampling the final sample would consist of people that were in the right place at the right time. This can be linked to handing out a survey in the public domain. The problem with this is that many specific characteristics of the population would not be included and certain areas may be heavily biased to a specific segment of the population.

Purposive sampling on the other hand is more reliable than accidental sampling. According to du Plooy-Cilliers *et al.*, (2014) this is because, the researcher purposefully selects the sample to be used, based on a list of characteristics (ex-managers of Pick n Pay Westville) and population parameters. The sample would then be carefully selected based on the identified characteristics and parameters. Individuals who do not have the required characteristics and parameters will not be selected for the sample.

By combining accidental and purposive sampling, a sufficient number of elements were reached, to gain an understanding of the problem; increasing the reliability of the sample.

Prior to collecting data in the public domain, each individual was asked two questions to determine whether they had the desired characteristics and parameters for the research study. Therefore, accidental sampling combined with two questions for purposive sampling increased the reach and reliability of the research study.

3.4.2.3 Sample Size

A sample of 30 respondents was targeted for this research. As the sample size was not statistically sound, due to non-probability sampling being used, the findings are not generalizable to a larger population (du Plooy-Cilliers *et al.*, 2014). This is a suitable sample size because there were enough respondents to gain an in-depth understanding of the research issue but not too many respondents, making data collection and analysis unrealistic (du Plooy-Cilliers *et al.*, 2014). Additionally, Sekaran (2013) notes, a sample smaller than thirty respondents is too small to be sound and applied to all cases in the field with certainty. Thus, a sample of thirty is the minimum one can use to have reasonably reliable findings when conducting quantitative research (Sekaran, 2013).

3.5 Development of Research Instrument

The research instrument selected for this study was a mixed methodology survey.

3.5.1 Pilot Study

This survey was developed and redeveloped after consulting the literature and research objectives in order to circumvent any weaknesses. A pilot study was conducted with 3 respondents who gave feedback on the survey. Respondents analysed the survey to identify any confusing terminology, double barrelled, loaded or leading question. Efforts were made to ensure that researcher bias was not a factor. This was done by objectively assessing and analysing the feedback. Thereafter, the necessary changes were made to the survey in line with the feedback. Through this face validity of the instrument was established; this confirmed that the questions were relevant and linked to the research objectives.

3.5.2 Data-Collection Method

Given the mixed-methodology design, the data-collection method followed quantitative and qualitative research goals. The primary data-collection method selected was a survey.

The research instrument allowed data to be collected through the use of both closed and open-ended questions. This means that the data collected is seen primarily as qualitative data, supported by quantifiable information and data. This has allowed for an in-depth understanding of the participants' subjective observations whilst using statistical and quantifiable data to support these observations.

When collecting data through the use of surveys, respondents are able to carefully consider their responses to the questions being asked (Maree, 2015). Additionally, respondents are able to provide detailed responses to these questions, allowing the researcher to gain a 'whole-world experience' related to the research objectives (du Plooy-Cilliers *et al.*, 2014).

There are however weaknesses when using surveys to collect data. To some, surveys are seen as time consuming and boring (du Plooy-Cilliers *et al.*, 2014). Thus, some responses from respondents can be rushed and short. Additionally, respondents can start to gain understandings of questions being asked and tailor their responses with this (Maree, 2015).

When looking at the survey there are nine open-ended questions and six closed-ended questions, all of which have been linked to the research objectives. This is clearly depicted when breaking down and analysing each question, question-by-question.

Table 3.1: Survey Summary

Question	Question Type	Linked Questions	Data Gathered	Objectives Adressed
Q1.	Closed-ended, matrix question	Q2.	The importance of customer service, to a customer.	1
Q2.	Open-ended	Q1.	Motivations for question 1 answer.	1
Q3.	Closed-ended, direct question	Q4.	The impact customer service has on customers.	1
Q4.	Open-ended	Q3.	Motivations for question 3 answer.	1 & 2
Q5.	Open-ended	Q6.	Customers' perceptions of Pick n Pay Westville's customer service.	2 & 3
Q6.	Closed-ended, matrix question	Q5.	How influential Pick n Pay Westville's customer service is on customer retention.	1, 2 & 3
Q7.	Closed-ended, direct question	Q8.	How many participants have Smart Shopper cards.	3
Q8.	Closed-ended, direct question	Q7.	How many participants use their Smart Shopper cards.	3
Q9.	Closed-ended, matrix question	Q8.	How important respondent's Smart Shopper card is to them.	2 & 3
Q10.	Open-ended	Q8.	How Pick n Pay Westville is influencing their customers' behaviour.	2 & 3
Q11.	Open-ended	Q8.	Respondent's motivations for getting a Smart Shopper card.	1, 2 & 3
Q12.	Open-ended	Q8.	Are Pick n Pay Westville's Loyalty programmes influencing their customers' purchasing habits.	1, 2 & 3
Q13.	Open-ended	Q8.	How are Pick n Pay Westville's Loyalty programmes influencing their customers' purchasing habits.	1, 2 & 3
Q14.	Open-ended	Q8.	Why respondents do not use their Smart Shopper.	2 & 3
Q15.	Open-ended	Q8.	What Pick n Pay Westville can do to improve their CRM loyalty programme.	2 & 3

It must be noted that the surveys were handed out and fully explained to respondents. The respondents completed the survey under supervision of the researcher. This, to ensure that there was no confusion for any participant. This, also allowed the researcher to clarify any questions a respondent had regarding the survey and the research.

3.6 Data Analysis Methods

There are 15 questions within the proposed survey. Nine are open-ended, qualitative questions whilst, six are closed-ended, quantitative questions. Therefore, the data analysis methods used, consist of both quantitative (content analysis) and qualitative (statistical analysis – Microsoft Excel) methods. In order to identify the data analysis methods to be used a breakdown of the survey was conducted.

The breakdown of the survey comprised of two sections namely; open-ended questions and closed-ended questions. Please see appendix 3 for expanded versions of data-collection and analysis methods.

Table 3.2: Data Analysis Summary

Question	Design	Analysis	Coding Used
Q2.	Qualitative	Content Analysis	Thematic and Selective Coding
Q4.	Qualitative	Content Analysis	Thematic and Selective Coding
Q5.	Qualitative	Content Analysis	Thematic and Selective Coding
Q10.	Qualitative	Content Analysis	Thematic and Selective Coding
Q11.	Qualitative	Content Analysis	Thematic and Selective Coding
Q12.	Qualitative	Content Analysis	Thematic and Selective Coding
Q13.	Qualitative	Content Analysis	Thematic and Selective Coding
Q14.	Qualitative	Content Analysis	Thematic and Selective Coding
Q15.	Qualitative	Content Analysis	Thematic and Selective Coding
Q1.	Quantitative	Statistical Analysis	Mean, Median, Mode
Q3.	Quantitative	Statistical Analysis	Mean, Median, Mode
Q6.	Quantitative	Statistical Analysis	Mean, Median, Mode
Q7.	Quantitative	Statistical Analysis	Yes/ No
Q8.	Quantitative	Statistical Analysis	Yes/ No
Q9.	Quantitative	Statistical Analysis	Mean, Median, Mode

3.7 Ethical Considerations

There are four ethical considerations that have been addressed by the researcher to minimise any ethical issues during the process of data-collection.

Informed consent

Respondents received a consent form and were asked to sign the form allowing them to be a part of the research. These informed consent, informed respondents that their identities would remain confidential.

Avoiding harm

The data-collection method did not cause any physical or emotional harm to the participants.

Collecting data from participants (completed under researcher supervision)

The data-collection method for the research occurred through the use of a survey. There were no potentially embarrassing questions asked.

Confidentiality

The researcher was present during data-collection thus, the researcher could not promise the respondents, anonymity. It must however be noted, that the researcher ensured that the identities of the respondents and their responses remained confidential. The researcher took precautions to ensure that data analysis and data reporting for the study was ethically sound.

Falsifying information

The researcher ensured that no information, data or findings were fabricated, changed or falsified. This has been done by ensuring full transparency of the data collected.

Distorting results

The researcher did not have a specific desired outcome and did not need to retain a client. There was no right or wrong research outcome. Results and findings speak for themselves.

Bias

High levels of objectivity and transparency have been maintained throughout the entirety of the research, from data-collection to data-analysis and interpretation. Throughout the

process, assessments and analyses have been objective and scientific. Therefore, results have not been distorted or falsified in any way.

Misusing information

The data collected during the research has only been used for this particular study. Information and data collected will not be used, sold or traded in any other way.

3.8 Limitations

Honesty of respondents' answers

Respondents were asked to fill out the survey in the public domain. Respondents may have rushed through the survey to finish and carry on with their day. Additionally, respondents may have provided the researcher with answers they thought the researcher wanted

Generalisability

The accessible population is only customers in Central Westville, a specific area within Westville. Results may prove to be different in other Westville areas. Furthermore, this was a mixed methodology study with 30 respondents and as such, findings cannot be generalised with statistical certainty (Sekaran, 2013).

Time

For the data collected to be accurate, the respondents needed certain lengths of time to correctly and accurately complete the surveys. The limited time that respondents had to complete the surveys (due to their need to continue their day) could have affected the data collected. Time may also pose a problem for the researcher's analysis and interpretation of findings.

3.6 Conclusion

Chapter three presented the research paradigm and design for the research. Additionally, this chapter identified and presented the various elements of population and sampling. Finally, this chapter presented the data-collection method and data analysis methods implemented during the research as well as the necessary ethical considerations.

The findings from the data-collected are presented and discussed in the following chapter.

CHAPTER FOUR: PRESENTATION AND DISCUSSION OF RESEARCH FINDINGS

4.1 Introduction

Chapter four of the research presents and discusses the analysed findings from the data collected. These findings have been presented and discussed in relation to the research objectives and various source of literature presented in chapter two. Additionally, the validity, reliability and trustworthiness of the findings have been further discussed.

4.2 Validity, Reliability and Trustworthiness

According to du Plooy-Cilliers *et al.*, (2014) validity is aimed at establishing whether a research study measured what it was supposed to. When discussing validity both internal validity and external validity must be considered.

“Internal validity refers to whether the research method or design will answer the research question” (du Plooy-Cilliers *et al.*, 2014: 257). Internal validity has been maintained within the development of the research. The research method and design were suitable for the research. By making use of a quantitative and qualitative research design, the research objectives have been achieved. By making use of a quantitative and qualitative survey, a high level of internal validity has been maintained throughout the research conducted.

“External validity focusses on the ability to generalise findings from a specific sample to a larger population” (du Plooy-Cilliers *et al.*, 2014: 257). Given the relatively broad nature of the research as well as the sampling methods used, the research findings can be generalised to the larger area of Westville. External validity has also been achieved by making use of both quantitative research and qualitative research. This ensured that the opinions of people have been supported by facts and data, collected during the research.

Reliability is directly connected to the research method and overall findings of the research. Reliability has ensured that; “the same results would be produced if the research were to be repeated by a different researcher at a different time using the same method or instrument” (du Plooy-Cilliers *et al.*, 2014: 254). The quantitative and qualitative survey was informative

and easy to follow and allowed for the reliability of research findings. The researcher was also present during the data-collection process. This, ensured that there was no confusion for any participant during the data collection process.

When discussing trustworthiness one must consider; “credibility, transferability, dependability and confirmability” (du Plooy-Cilliers *et al.*, 2014: 258).

“**Credibility** refers to the accuracy with which the researcher interpreted the data that was provided by participants” (du Plooy-Cilliers *et al.*, 2014: 258). To ensure credibility time was spent with respondents during the data-collection process. Furthermore, data analysis was conducted using various types of coding. This further ensured the credibility of the research and interpretation of the data collected.

“**Transferability** is the ability of the findings to be applied to a similar situation and delivering similar results” (du Plooy-Cilliers *et al.*, 2014: 258). Although the results and data analysis were mainly aimed at CRM within Pick n Pay Westville, the data and findings can be applied to other retail organisations. Given the broad nature of the research proposal, the data collected and findings produced can be applied to other similar situations.

“**Dependability** refers to the quality of the process of integration that occurs between the data collection method, data analysis and findings” (du Plooy-Cilliers *et al.*, 2014: 259). The researcher has ensured sufficient dependability throughout the research by ensuring that the research design is coherently and consistently adhered to. This dependability was maintained by ensuring the consistent and coherent link between the data collection method, data analysis and findings produced.

“**Confirmability** refers to how well the data collected supports the findings and interpretation of the researcher” (du Plooy-Cilliers *et al.*, 2014: 259). By making use of both quantitative and qualitative data collection methods, qualitative findings have been supported by quantitative data. Various types of coding have also been used when analysing the data collected. Finally, objectivity has been maintained at all times to minimise any bias that might occur and affect the confirmability of the research findings.

4.3 Presentation and Discussion of Findings

Below various tables and figures have been presented in order to highlight the research findings gathered during data-collection and analysis before being discussed. The findings have been presented according to different themes identified during data-analysis. These findings have been presented according to the research objective mentioned in chapter one that have been addressed through each question of the survey.

The qualitative findings have been presented first, having been analysed thematically. This allowed for various commonalities to be identified between respondent's answers. These findings have been presented in tables. Thereafter, a summary of themes related to each research objective has been presented.

The quantitative findings have been presented second, having been analysed according to mean, median and mode. This has allowed for the statistical comparison of different questions and causal relationships to be identified. Thereafter, a summary of said quantitative findings has been provided according to the related research objectives.

4.4 Methodology Applied

A total of 34 respondents completed the hard copy survey handed out in the public domain. The survey consisted of 15 questions. From the total number of responses to the survey, 4 respondents did not holistically complete the questions. Said responses were not included in the presentation and discussion of findings. Any missing responses were not included or considered in the analysis of the data in order to ensure the validity of the data collected.

4.5 Profiles of Respondents

Given the demographic variety of Pick n Pay Westville customers, the age range was fairly distrusted. It must however be said, that the gender of respondents was slightly skewed.

Table 4.1: Profiles of respondents - Survey

	18-27	28-37	38-47	48-57	58-67	68-77	78<
Male	4	1		2	3		
Female	3	6	2	7	2		

4.6 Qualitative Findings

Below, the qualitative findings have been presented from each question of the survey. The findings have been presented in conjunction with research objectives in order to identify any common themes (common answers) amongst respondent answers. A discussion of the common themes has been presented later in this chapter in order to analyse findings in conjunction with the research objectives.

Please note that certain survey questions are linked to other questions and their respective answers. For example; question 2 is linked to question 1 (closed-ended, matrix question). The findings have been presented accordingly. Question 2 findings and themes have been grouped according to respondents' previous answer. For example; common themes from those that answered 10 to question 1 were analysed and presented together. Those that answered 2 to question 1 were analysed and presented together and so on. Commonalities across all groupings have been drawn in line with the objective. This is reflected below.

4.6.1 Question 2: What is the reason for your answer to question 1?

Table 4.2: Presentation of Question Two Themes and Commonalities

Qualitative Findings				
Objective	Question	Linked Q. + Answer	Theme	Commonalities
Objective 1: To evaluate how CRM influences customer relationships.	Q2.	Q1. 10	Theme 1: Return to the shop	Theme 1: Return to the shop Theme 2: Personalised service differentiates stores Theme 3: Poor service = go elsewhere
			Theme 2: Personalised service differentiates stores	
			Theme 3: Poor service = go elsewhere	
			Theme 4: Friendly smile goes a long way	
		Q1. 9	Theme 1: Return to the shop	
			Theme 2: Customer is king = feel appreciated	
			Theme 3: Poor service = go elsewhere	
			Theme 4: Might spend more money after a good experience	
		Q1. 8	Theme 1: Return to store	
			Theme 2: Increase spend	
		Q1. 7	Theme 1: Improves overall experience	
		Q1. 5	Theme 1: Unphased by bad customer service	
			Theme 2: Customer service does not dictate the whole experience	
		Q1. 2	Theme 3: Buying reasonably priced goods is all that matters	

4.6.2 Question 4: If you answered yes to question 3, why would customer service increase your chances of returning to a retail organisation?

Table 4.3: Presentation of Question Four Themes and Commonalities

Qualitative Findings				
Objective	Question	Linked Q. + Answer	Theme	Commonalities
Objective 1: To evaluate how CRM influences customer relationships. Objective 2: To determine whether Pick n Pay Westville's various CRM programmes are affecting their customer relationships in different ways.	Q4.	Q3. Yes	Theme 1: Feel valued/ important customer	Theme 3: Good consistent service = trust and relationship building Theme 4: Never return after a bad experience
			Theme 2: Issues resolved, decent service, helpful = return	
			Theme 3: Good consistent service = trust and relationship building	
			Theme 4: Never return after a bad experience	
			Theme 5: Quality and price of products	

4.6.3 Question 5: How would you describe Pick n Pay Westville's customer service?

Table 4.4: Presentation of Question Five Themes and Commonalities

Qualitative Findings				
Objective	Question	Linked Q. + Answer	Theme	Commonalities
Objective 2: To determine whether Pick n Pay Westville's various CRM programmes are affecting their customer relationships in different ways. Objective 3: To investigate whether customers think that Pick n Pay Westville are placing more effort on their CRM loyalty programmes and neglecting customer service.	Q5.	Q6. 5	Theme 1: Fair customer service	Theme 1: Fair customer service Theme 2: Some staff are rude and not helpful or friendly Theme 3: Areas could be improved Theme 4: Management always visible Theme 5: Very good
			Theme 2: Poor customer service	
		Q6. 6	Theme 1: Fair customer service	
			Theme 2: Average customer service	
			Theme 3: Neutral	
			Theme 4: Staff are unnattentive	
			Theme 5: Some staff are rude and not helpful or friendly	
		Q6. 7	Theme 1: Fair customer service	
			Theme 2: Average customer service	
			Theme 3: Areas could be improved	
		Q6. 8	Theme 1: Relatively good customer service	
			Theme 2: Some staff should not be dealing with customers	
			Theme 3: Areas could be improved	
			Theme 4: Staff need further training	
			Theme 5: Very good	
			Theme 6: Not as good as Woolworths	
			Theme 7: Staff try hard	
		Q6. 9	Theme 1: Excellent	
			Theme 2: Firendly staff	
			Theme 3: Customer service is the centre of Pick n Pay Westville's operational excellency	
			Theme 4: Management always visible	
		Q6. 10	Theme 1: Excellent	
			Theme 2: Never had a problem	
			Theme 3: Good staff from security to tellers	
			Theme 4: Management always visible	

4.6.4 Question 10: What do you use your Smart Shopper card for?

Table 4.5: Presentation of Question Ten Themes and Commonalities

Qualitative Findings				
Objective	Question	Linked Q. + Answer	Theme	Commonalities
Objective 2: To determine whether Pick n Pay Westville's various CRM programmes are affecting their customer relationships in different ways. Objective 3: To investigate whether customers think that Pick n Pay Westville are placing more effort on their CRM loyalty programmes and neglecting customer service.	Q10.	Q9. 10	Theme 1: Points >>> Cash	Theme 1: Points >>> Cash Theme 2: BP garage rewards
			Theme 2: BP garage rewards	
			Theme 3: Groceries	
		Q9. 9	Theme 1: Points >>> Cash	
			Theme 2: BP garage rewards	
			Theme 3: Discount vouchers	
			Theme 4: Use for large monthly shops	
		Q9. 8	Theme 1: Rebates	
			Theme 2: BP garage rewards	
			Theme 3: Use points for Christmas	
		Q9. 7	Theme 1: Points >>> Cash	
			Theme 2: Savings	
			Theme 3: Shopping	
		Q9. 6	Theme 1: Groceries, non-food shopping	
		Q9. 5	Theme 1: Points for clothing	
		Q9. 1	Theme 1: Points >>> Cash	
			Theme 2: Nothing. Only use it when I have it	

4.6.5 Question 11, Question 12 and Question 13

Table 4.6: Presentation of Question 11, 12 and 13 Themes and Commonalities

Qualitative Findings				
Objective	Question	Linked Q. + Answer	Theme	Commonalities
Objective 1: To evaluate how CRM influences customer relationships. Objective 2: To determine whether Pick n Pay Westville's various CRM programmes are affecting their customer relationships in different ways. Objective 3: To investigate whether customers think that Pick n Pay Westville are placing more effort on their CRM loyalty programmes and neglecting customer service.	Q11.	N/A	Theme 1: Discount and point accumulations	Theme 1: Rewards programme Theme 2: Points for petrol Theme 3: Everyone else getting a Smart Shopper
			Theme 2: Rewards programme	
			Theme 3: To save	
			Theme 4: Points for petrol	
			Theme 5: Everyone else getting a Smart Shopper	
			Theme 6: Teller encouraged me	
	Q12.	N/A	Theme 1: Not really	Theme 1: Not really Theme 2: Quality of product overrides Smart Shopper Theme 3: No
			Theme 2: Quality of product overrides Smart Shopper	
			Theme 3: No	
			Theme 4: Still purchase normal products	
			Theme 5: Only when promoting product I need	
	Q13.	N/A	Theme 1: Not influenced	Theme 1: Not influenced
			Theme 2: Will choose products with benefits if quality is good	
			Theme 3: Limits as to what can be purchased with benefits	

4.7 Qualitative Findings Summary

After analysing the findings above, a summary of the qualitative findings has been compiled. Within this summary, common themes across questions and specifically common themes pertaining to the research objectives have been identified. These common themes have been presented in the following table and have been discussed later in the chapter.

Table 4.7: Presentation of Qualitative Findings Summary

Qualitative Findings	
Objective	Common Themes
Objective 1: To evaluate how CRM influences customer relationships.	Theme 1: Return to the shop (Poor service = go elsewhere)
	Theme 2: Personalised service differentiates stores
	Theme 3: Good consistent service = trust and relationship building
Objective 2: To determine whether Pick n Pay Westville's various CRM programmes are affecting their customer relationships in different ways.	Theme 2: Feel valued/ important customer
	Theme 3: Quality of product overrides smart shopper
	Theme 4: Points >>> Cash and BP garage rewards
Objective 3: To investigate whether customers think that Pick n Pay Westville are placing more effort on their CRM loyalty programmes and neglecting customer service.	Theme 1: Fair customer service (Areas could be improved)
	Theme 2: Excellent (Management always visible)

4.8 Quantitative Findings

Below, the quantitative findings have been presented from each question of the survey. Findings have been presented in conjunction with research objectives in order to identify any commonalities and causal relationships amongst respondent answers. A discussion of these findings has been presented later in this chapter in order to analyse findings in conjunction with the research objectives.

4.8.1 Questions Linked to Objectives

Prior to presenting the quantitative findings it is important to note which questions were linked to which research objectives.

Table 4.8: Linked Question to Research Objectives

Quantitative Findings	
Objective	Linked Questions
Objective 1: To evaluate how CRM influences customer relationships.	Question 1: How important is good customer service from the retailers you shop at?
	Question 3: Do you feel that customer service will increase your chances of returning to the retail organisation?
	Question 6: How likely are you to return to Pick n Pay Westville based on their customer services?
Objective 2: To determine whether Pick n Pay Westville's various CRM programmes are affecting their customer relationships in different ways.	Question 6: How likely are you to return to Pick n Pay Westville based on their customer services?
	Question 9: How important is your Smart Shopper card?
Objective 3: To investigate whether customers think that Pick n Pay Westville are placing more effort on their CRM loyalty programmes and neglecting customer service.	Question 6: How likely are you to return to Pick n Pay Westville based on their customer services?
	Question 7: Do you currently have a Smart Shopper card from Pick n Pay?
	Question 8: If you answered yes to question 7, do you use your Smart Shopper card?
	Question 9: How important is your Smart Shopper card?

4.8.2 Question 1: How important is good customer service from the retailers you shop at?

Table 4.9: Mean, Median and Mode of Question One

QUESTION 1		MEAN	MEDIAN	MODE
VALUE		8,73	9	10

How Important is customer service from the retailers you shop at?
[1 = Not Important; 10 = Very Important]

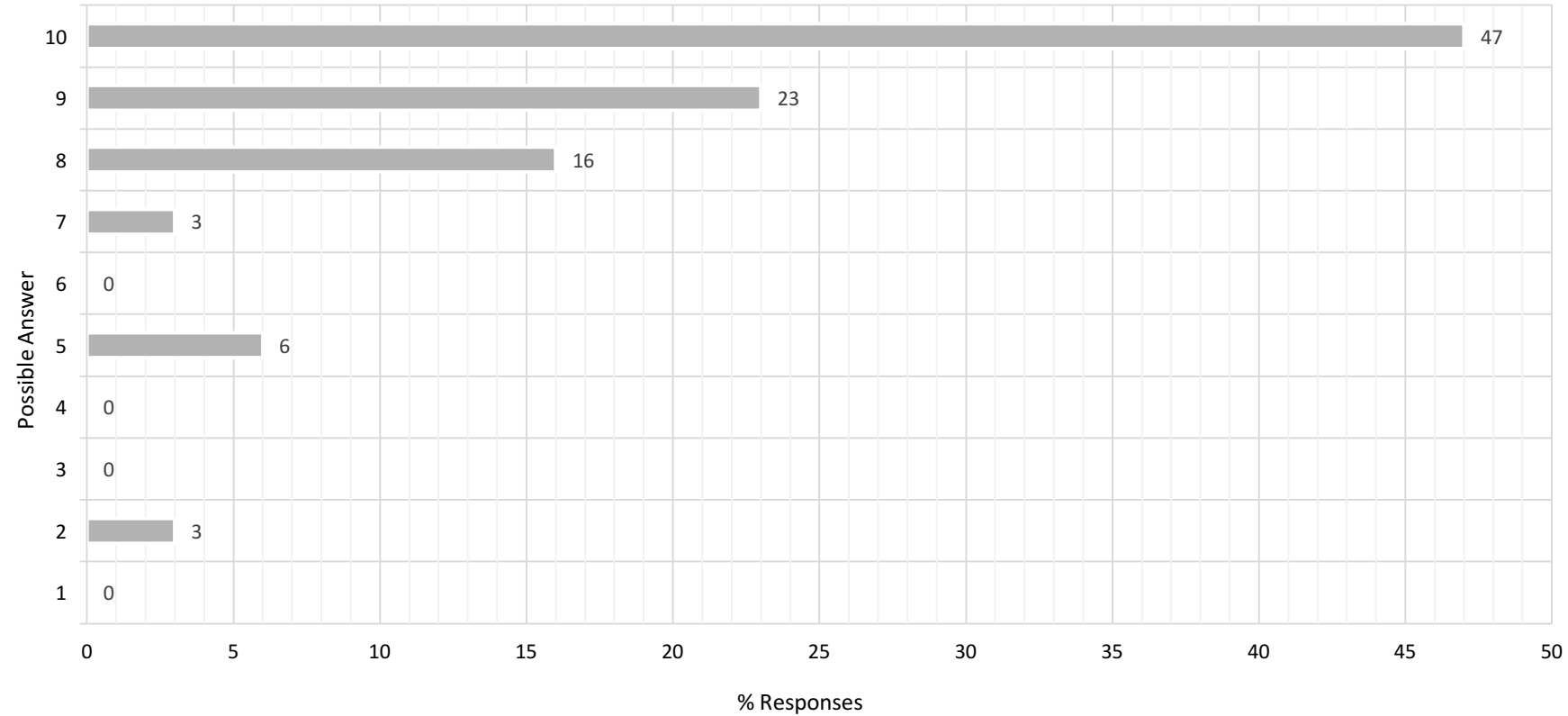


Figure 4.1: Findings from Question One

4.8.3 Question 6: How likely are you to return to Pick n Pay Westville based on their customer services?

Table 4.10: Mean, Median and Mode of Question Six

QUESTION 6		MEAN	MEDIAN	MODE
VALUE		7,33	7,5	8

How likely are you to return to Pick n Pay Westville based on their customer services?
[1 = Not Likely; 10 = very Likely]

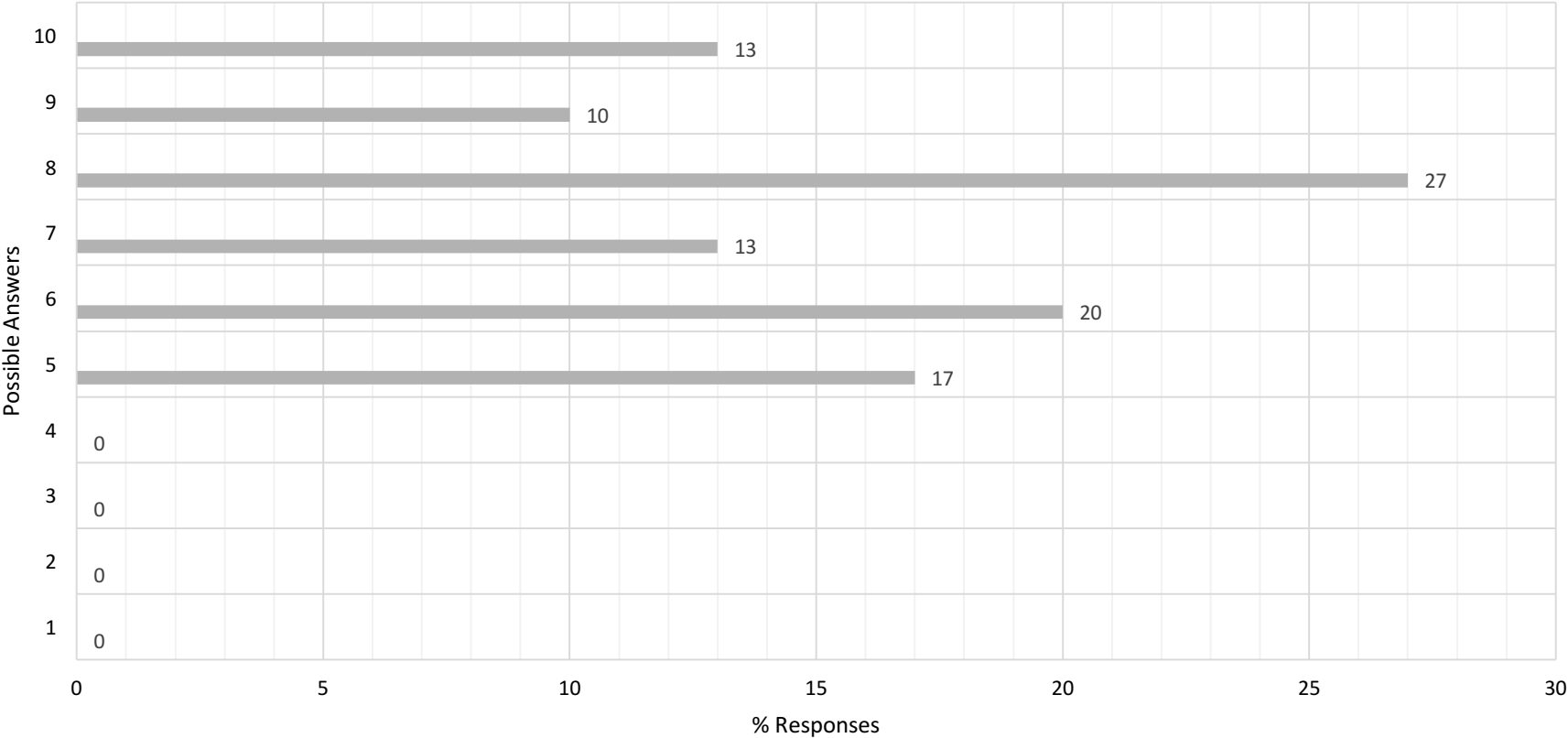


Figure 4.2: Findings from Question Six

4.8.4 Question 9: How important is your Smart Shopper card?

Table 4.11: Mean, Median and Mode of Question Nine

QUESTION 9		MEAN	MEDIAN	MODE
VALUE		7,42	8	8

How Important is your Smart Shopper Card?
[1 = Not Important; 10 = Very Important]

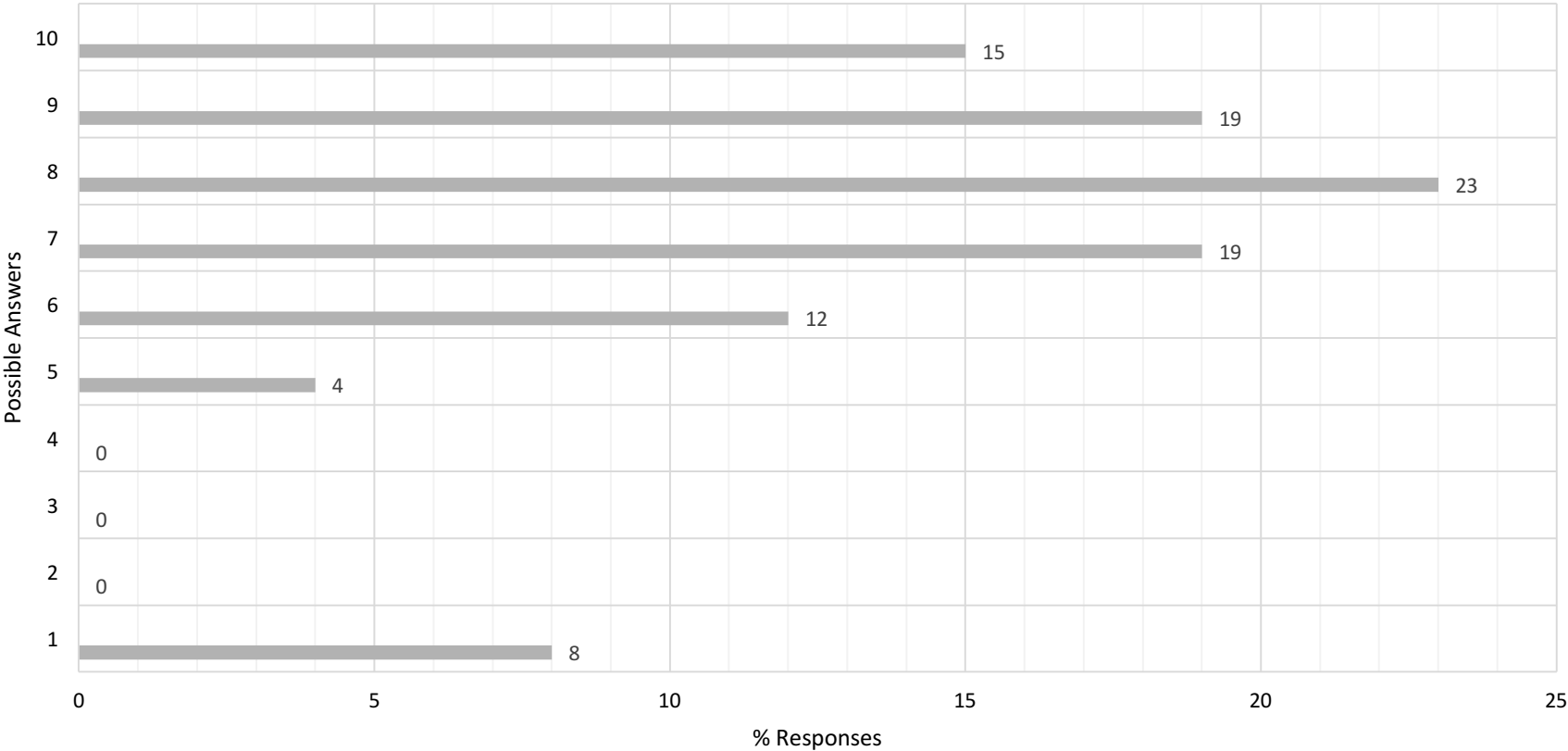


Figure 4.3: Findings from Question Nine

4.8.5 Question 3: Do you feel that customer service will increase your chances of returning to the retail organisation?

Of the 30 respondents, all 30 said yes.

4.8.6 Question 7: Do you currently have a Smart Shopper card from Pick n Pay?

Of the 30 respondents, 26 said yes, 4 said no.

4.8.7 Question 8: If you answered yes to question 7, do you use your Smart Shopper card?

Of the 26 respondents that said yes to question seven, 25 said yes, 1 said no.

4.9 Triangulation

Triangulation is a means of maximising the validity and credibility of research (du Plooy-Cilliers *et al.*, 2014).

For the purpose of this research, there was more than one research method used in order to identify the core truth of results and increase the credibility of the study. Additionally, this study adheres to a mixed-methodology design and approach which in itself contributes to the triangulation of findings.

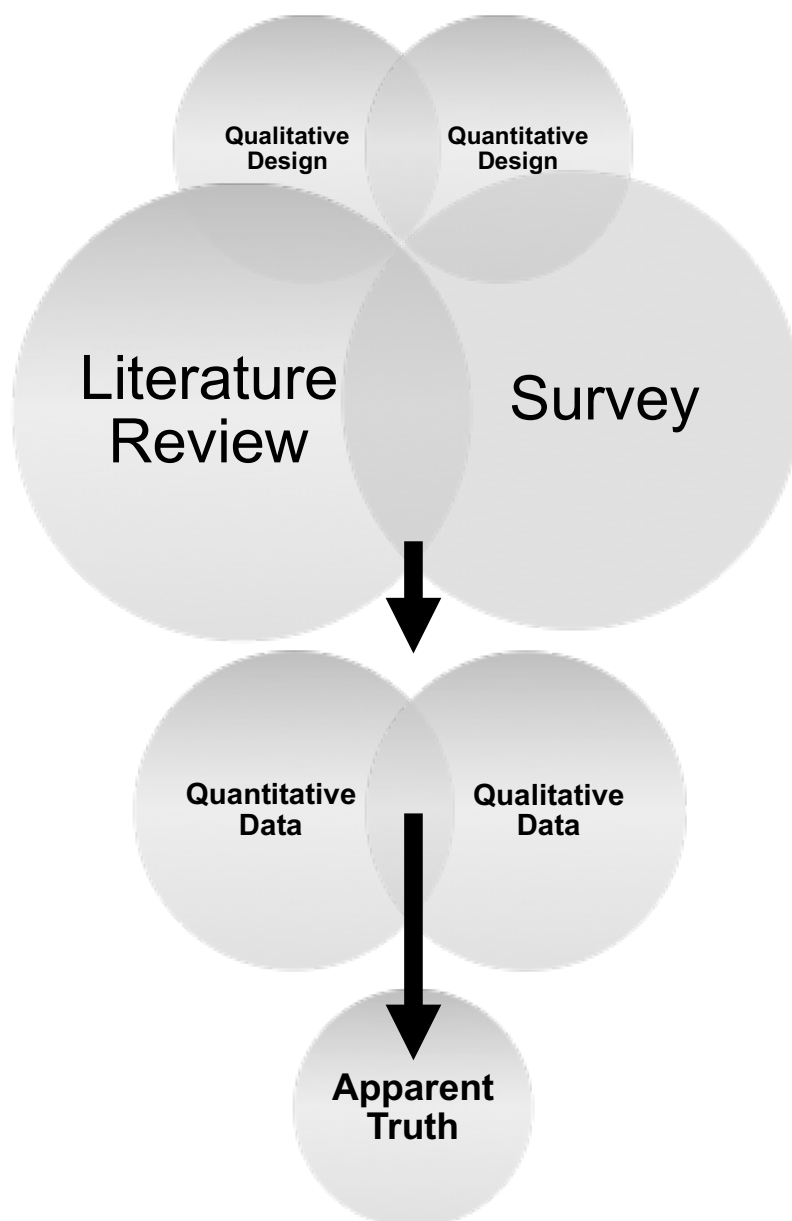


Figure 4.4: Triangulation

4.10 Objective One: To Evaluate how CRM Influences Customer Relationships

In order to effectively analyse this objective, various commonly used CRM programmes were analysed. Through this three themes were identified and discussed.

4.10.1 Theme 1: Return to the Shop (Poor Service = Go Elsewhere)

This theme is representative of the influence CRM has on customer relationships. A large number of respondents noted how important customer service was to them. They believed that it influenced whether or not they would return to a shop or not.

*“Showing an interest in customers, their needs and comments will keep them loyal”
(Respondent 19).*

“I experience poor customer service, I won’t return to a store” (Respondent 13).

Figure 4.5: Quotes - Objective 1 - Theme 1

It must be noted however, that although customer service played a key role in the loyalty of customers, very few respondents said that rewards cards influenced their loyalty. When asked if their Smart Shopper card influenced purchasing decisions, one respondent said;

“No, I buy what I buy, the card doesn’t influence that nor does it influence the stores that I shop at” (Respondent 23).

Figure 4.6: Quote - Objective 1 - Theme 1

The above is supported by the literature in which Steyn and de Beer (2009), Cornelissen (2017) as well as Braganza et al., (2013) note that organisations must ensure that the needs, wants and expectations of key strategic stakeholders are considered and integrated throughout the retail organisation’s operations.

The above is also supported by the quantitative data in which the mode of question one is ten whilst the mode of question nine is eight. This shows the varying customer importance and influence of different CRM tactics.

4.10.2 Theme 2: Personalised Service Differentiates Stores

This theme is more specific to the service customers receive from various stores and addresses the CRM tactic of customisation and personalisation.

“Customer service is critical in a competitive industry. It differentiates you from other shops” (Respondent 17).

“Ones relationship with staff at your preferred grocery store is of paramount importance” (Respondent 8).

Figure 4.7: Quotes - Objective 1 - Theme 2

Considering the above, it is clear that enhanced CRM is imperative for organisations operating in today’s increasingly competitive business environment. It is clear that the stronger an organisations CRM, the stronger their customer relationships.

“CRM allows you to tailor your communications to your customers' needs and expectations” (Delers & Cadiat, 2016). This aligns with the above and shows that understanding customer needs, wants, expectations and behaviour has allowed retail organisations to provide value-added, personally tailored and relevant services for customers, (Mishra and Mishra, 2009).

Thus, it is clear that an organisation placing value on CRM will be more successful than one that does not. Ultimately, customer relationships are the heart of any organisation (Freeman, 1994).

*“Good or bad customer service reflects on the business as a whole ”
(Respondent 15).*

Figure 4.8: Quote - Objective 1 - Theme 2

Therefore, in consideration of the influence of CRM, organisations need to ensure that they prioritise CRM and subsequently customer relationships (Chan, 2005).

4.10.3 Theme 3: Good Consistent Service = Trust and Relationship Building

This theme reinforces the discussion above and supports the literature reviewed in chapter two.

Considering the findings above, it is clear that CRM programmes, are implemented with the sole purpose of customer acquisition and retention state Min, Zhang, Kim and Srivastava (2016). As noted in this theme, good customer service equals trust and relationship building.

“Good customer service makes me feel welcome and appreciated which improves my shopping experience” (Respondent 4).

“I feel that customer service changes the way I shop. I might spend more if I have a better experience and relationship with staff” (Respondent 23).

Figure 4.9: Quote - Objective 1 - Theme 3

The above supports Baran *et al.*, (2014) who further note that strategies of customer retention have been used to differentially target customers, as well as influence, affect and improve relationships for both buyers and sellers.

It must be said that CRM does influence customers in different ways however, holistically CRM does substantially influence the relationships and behaviours of customers.

The aforementioned shows that CRM does influence customer relationships. Most respondents however, are predominantly influenced by the service they receive. In fact, most respondents said that they are not influenced by the rewards or savings that they receive from loyalty cards.

Therefore, it is clear that customers are prioritising in-store experience as the most influential factor in their relationships with stores. Ergo, it is, evident that the use of CRM and specifically customer service is becoming increasingly necessary to build and improve customer lifetime value within retail organizations (Sahu & Das, 2018).

4.11 Objective Two: To Determine whether Pick n Pay Westville's Various CRM Programmes are Affecting their Customer Relationships in Different Ways

When looking at the various CRM programmes implemented by Pick n Pay Westville, it immediately became clear that said programmes are affecting customer relationships in different ways. This is clearly depicted in the discussion of themes below.

4.11.1 Theme 1: Feel Valued/ Important Customer

This theme highlights how Pick n Pay Westville's CRM programmes and specifically customer service made respondents feel valued and important to the store. Many respondents praised Pick n Pay Westville for making them feel a part of the family.

"Customer service is very good. Personal touch is nice. Feels more like a family than a business" (Respondent 4).

"Whether it is the security guard, manager or teller – I am usually greeted and asked how I am which is small but powerful" (Respondent 19).

Figure 4.10: Quotes - Objective 2 - Theme 1

The above shows how good CRM practices can be extremely powerful and how it has positively affected Pick n Pay Westville customers. In general; "any contact or 'touch points' that a customer has with a firm is a customer service encounter" (Winer, 2001: 15). These contact points have an inherent capability to foster and build relationships with customers and gain repeat business (Meyer & Schwager, 2007).

This is not to say that Pick n Pay Westville's customer service is perfect. Thus, the mean for question six was only 7,3.

"Their customer service is not as good as Woolworths. The staff aren't as obliging and could undergo further training to improve their people skills" (Respondent 9).

Figure 4.11: Quote - Objective 2 - Theme 1

These contact points also have an inherent capability of creating a negative customer experience, often leading to lost opportunities for a retail organisation (Chan, 2005). Customer service has a strong influence on customers (Meyer & Schwager, 2007).

4.11.2 Theme 2: Quality of Product Overrides Smart Shopper

The two themes above show how one CRM programme of Pick n Pay Westville influences the loyalty and relationships of customers with the store. The following three themes show how certain CRM programmes do not influence the loyalty of customers.

When looking at Pick n Pay Westville's Smart Shopper rewards and loyalty programme its effects on customers or lack thereof is clear. Most people said that their Smart Shopper card does not influence their purchasing decisions.

"I buy what I buy, the card doesn't influence that" (Respondent 23).
"I still purchase my usual products from Pick n Pay and discounts are just a bonus (if I even get discounts)" (Respondent 24).

Figure 4.12: Quotes - Objective 2 - Theme 2

The above clearly shows that the Pick n Pay Smart Shopper card does not affect the decisions of customers. Thus, it is fair to say that there is little to no effect on customer relationships and loyalty.

In the case of Pick n Pay Westville, this contradicts the literature discussed in chapter two which considers loyalty and rewards programmes influencing customer purchasing habits and loyalty to the organisation notes Butscher (2016). This, by offering incentives and benefits to customers of the organisation (Greenleaf & Winer, 2002).

It is clear that Pick n Pay Westville customers would much rather purchase quality products over those which are discounted due to the loyalty card.

"Quality of products may override Smart Shopper savings" (Respondent 2).

Figure 4.13: Quote - Objective 2 - Theme 2

It must also be said, that 16 out of 26 respondents answered no to question 12 when asked; do you feel that your Smart Shopper card has influenced what products you purchase? The above findings are also supported by question nine in which respondents noted that their Smart Shopper card was not very important with the mean of said question reflecting as 7.4.

4.11.3 Theme 3: Points >>> Cash and BP garage rewards

The previous themes discussed the affects Pick n Pay Westville had on customer relationship as well as customer loyalty. The following theme discusses what people use their Smart Shopper card for and how this influences their relationships with Pick n Pay Westville.

As with anything, customers are always looking for sales and discounts thus, a rewards programmes that provides customers with cash back and rewards is highly effective.

When asked what the main use of their Smart Shopper card was, respondents noted that it was undoubtedly to convert their points into cash and to gain BP garage rewards.

"I change my points into cash that then gives me cash off my shopping. I also use it at BP garages when I fill up with petrol" (Respondent 1).

Figure 4.14: Quote - Objective 2 - Theme 3

I must also be said that this CRM programme affects customers in slightly different ways. Many said that they use their BP rewards and cash back at the end of every month whilst some saved their points to use once off.

"I use my Smart Shopper for large monthly shops for food and cleaning aids" (Respondent 10).

"I use my smart shopper card to receive points when I buy groceries and petrol. I normally use these points at the end of the year to buy something nice for Christmas" (Respondent 18).

Figure 4.15: Quotes - Objective 2 - Theme 3

Given the above, loyalty and rewards programmes are clearly being seen as a customer retention strategy implemented by retail organisations (Butscher, 2016). This, to increase customer switching costs and provide extensive barriers to entry for competitors as identified by Winer (2001). Whether this truly increases customer loyalty is still questionable.

4.12 Objective Three: To Investigate whether Customers think that Pick n Pay Westville are Placing More Effort on their CRM Loyalty and Rewards Programmes and Neglecting Customer Service

When addressing objective three, focus was placed on analysing the level of customer service within Pick n Pay Westville. This is because according to Pick n Pay (2018: 35) the organisation is; “reliant on enterprise-wide information technology.” This, showing Pick n Pay effort into their Smart Shopper programme. After analysing the data, it was clear that two themes emerged. These themes have been discussed below.

4.12.1 Theme 1: Fair Customer Service (Areas Could be Improved)

Throughout the data collected this was a common theme that was identified. Many customers noted that Pick n Pay Westville’s customer service was average but it certainly needed to be improved.

“The staff are friendly for the most part however, certain staff are not helpful and rude” (Respondent 24).

“There are a few staff member that should not be dealing with the public” (Respondent 21).

“Some staff members are friendly and greet you; others are less motivated and sometimes make you feel that you are an inconvenience to them. This is often at the kitchen counter and the tills” (Respondent 17).

Figure 4.16: Quotes - Objective 3 - Theme 1

This ultimately shows how a lack of management and focus in certain areas can spoil customers’ interaction with staff and affect their overall experience. Given this, it is clear that customers are experiencing a variety of disconnected organisational views, as noted by Chan (2005). According to Baran *et al.*, (2014) and Chan (2005) this failure is caused by a variety of problems and disparities within CRM departments and programmes. Something that is clearly evident within the CRM programmes of Pick n Pay Westville.

4.12.2 Theme 2: Excellent (Management Always Visible)

Just as the above theme discussed the average customer service of Pick n Pay Westville, this theme addresses the opposing views of various customers.

When looking at the responses, there are definitely a number of respondents who praise Pick n Pay Westville for the customer service. Although this is the case, many also said that there could be some improvement in certain areas.

“Customer service is excellent! The staff are extremely friendly, they are willing to exchange goods when you have an issue and they are willing to assist you when you can’t find a particular item. Everything considered, there is still areas for improvement” (Respondent 7).

“Excellent, always willing to help, management always visible and if staff can’t help, always take problem to someone who can” (Respondent 13).

Figure 4.17: Quotes - Objective 3 - Theme 2

As one can see there are definitely positive reports of Pick n Pay Westville’s customer service, although people note that there is always room for improvement.

“Pick n Pay Westville understand the brands philosophy of 4 legs of the table with the customer in the centre” (Respondent 12).

Figure 4.18: Quote - Objective 3 - Theme 2

It is clear that Pick n Pay Westville have placed a lot of effort into various customer retention strategies. Winer (2001) shows how Reichheld’s studies identified that a 5% increase in customer retention can lead to a 95% increase in overall net profits delivered by customers. Consequently, over 60% of grocery retailers use loyalty programmes says Baran *et al.*, (2014). Although Pick n Pay Westville do deliver on the brands philosophy, the increased focus on their Smart Shopper programme has left customer service exposed.

Due to marketing budgets getting leaner and pressure to deliver increased profitability, retail organisations are neglecting certain crucial functions of customer management (Chan, 2005). Hence, organisations such as Pick n Pay Westville are failing to fully satisfy customer needs and expectations note Baran *et al.*, (2014).

4.13 Conclusion

The data collected provided sufficient and detailed insight and findings into the research objectives and subsequently the research problem of this study.

The literature was critically reviewed, the qualitative data was thematically coded and the quantitative data was analysed using Microsoft Excel. This allowed for findings to be drawn from said data. These findings were then triangulated in order to discover the apparent truth. Thereafter, these findings were presented critically and critically discussed.

Objective one – In order to effectively analyse this objective, various commonly used CRM programmes were analysed. Through this three themes were identified and critically discussed in this chapter.

Objective two – When looking at the various CRM programmes implemented by Pick n Pay Westville, it immediately became clear that said programmes are affecting customer relationships in different ways. This was critically analysed and discussed in this chapter.

Objective three - When addressing objective three, focus was placed on analysing the level of customer service within Pick n Pay Westville. This is because according to Pick n Pay (2018: 35) the organisation is; “reliant on enterprise-wide information technology.” This, showing Pick n Pay’s effort into their Smart Shopper programme. After analysing the data, it was clear that two themes emerged. These themes were discussed in this chapter.

As such, chapter 5 summarises all findings of the research and addresses these findings in relation to the research objectives within the context of the applied research methodology.

CHAPTER FIVE: CONCLUSIONS

5.1 Introduction

Chapter five presents the conclusions of the research. This chapter presents the findings from the research and literature as well as the conclusions and recommendations linked to each research objective. This chapter also highlights the anticipated contribution of the research. Finally, the limitations of the research have been discussed and any recommendations identified for future research have been presented.

5.2 Findings and Recommendations

The findings presented and discussed in chapter four have been clearly presented with reference to each research objective of the study. For ease of reference these findings have been presented according to the findings from the literature, then findings from the research and then finally conclusions.

Once conclusions for each research objective have been presented and stated recommendations have been made in relation to each objective.

Objective one, two and three have all been critically discussed in terms of a literature review and survey.

Objective one is presented as an overview to the influence of CRM on customer relationships. Thereafter, objective two is presented as a determination of whether Pick n Pay Westville's CRM affects their customer relationships in different ways. Finally, objective three presents an investigation into whether Pick n Pay Westville is placing more effort on their loyalty programmes whilst neglecting customer service.

5.3 Objective One: To Evaluate how CRM Influences Customer Relationships

5.3.1 Findings from Literature

As discussed in chapter two, the effectiveness and influence of CRM is developed through Winer's CRM framework (Winer, 2001). This has allowed organisations to effectively meet the needs of their customers, influence their perceptions and in turn, build long-term meaningful relationships (Cornelissen, 2017). CRM allows organisations to "talk to customers the way they talk to each other" (Enache *et al.*, 2016).

5.3.2 Findings from Research

Questions 1, 2, 3, 4, 11, 12 and 13 in the survey addressed research objective one. Respondents supported the literature acknowledging, how CRM does influence their loyalty.

Theme 1: Return to the shop (poor service = go elsewhere); Theme 2: Personalised service differentiates stores; Theme 3: Good consistent service = trust and relationship building.

5.3.3 Conclusion

As the fieldwork is supported by the literature and vice versa, it is fair to say that CRM does influence customers in a variety of ways. CRM clearly provides organisations with the means to effectively meet the needs of their customers, influence their perceptions and in turn, build long-term meaningful relationships (Cornelissen, 2017).

Thus, in order for organisations to be truly successful in today's environment, they will need to fully understand CRM and its influence on customer relationships.

5.3.4 Recommendations

Given that CRM is now a part of doing business within today's market. It is recommended that all organisations – retail or not - effectively implement CRM throughout all their operations. Although CRM can have immensely positive impacts on customer relationships, CRM can negatively impact customer relationships if implemented ineffectively. Therefore, it is recommended that all organisations fully understand the nuances of CRM before attempting to implement it across their operations.

5.4 Objective Two: To Determine whether Pick n Pay Westville's Various CRM Programmes are Affecting their Customer Relationships in Different Ways

5.4.1 Findings from Literature

The literature states that loyalty and rewards programmes are seen as a customer retention strategy implemented by retail organisations (Butscher, 2016). This, to increase customer switching costs and provide extensive barriers to entry for competitors (Winer, 2001).

Additionally, it is clear that customer service has a strong influence on the customer experience and therefore, customer relationships (Meyer & Schwager, 2007).

5.4.2 Findings from Research

Questions 4, 5, 6, 9, 10, 11, 12 and 13 in the survey addressed research objective two. Respondents supported the literature as to how, Pick n Pay Westville's different CRM programmes influence their relationships in different way.

Theme 1: Feel valued/ important customer; Theme 2: Quality of product overrides Smart Shopper; Theme 3: Points >>> Cash and BP garage rewards.

5.4.3 Conclusion

Through the research gathered for this research objective, it is clear that Pick n Pay Westville's different CRM programmes influence their customer relationships with the store in different ways. Some being positive whilst others being negative.

5.4.4 Recommendations

It is recommended that Pick n Pay Westville reassesses their CRM programmes and the influence of each. This will ensure that resources are being placed in the correct areas in order to maximise their effectiveness.

This will paint a clearer picture of Pick n Pay Westville's CRM programmes and allow them to prioritise and better manage their CRM practices.

5.5 Objective Three: To Investigate whether Customers think that Pick n Pay Westville are Placing More Effort on their CRM Loyalty and Rewards Programmes and Neglecting Customer Service

5.5.1 Findings from Literature

As stated in the literature, over 60% of grocery retailers use loyalty programmes say Baran *et al.*, (2014). Although the above may be extremely positive, a wide variety of retail organisations, are unable to seamlessly synchronise CRM processes and programmes, across various customer contact points according to Chan (2005).

Due to the above, customers are experiencing a variety of disconnected organisational views, says Chan (2005). Butscher (2016) and Braganza *et al.*, (2013) state, that these disparities are caused by organisations focussing on building large customer databases whilst, neglecting the customer experience.

5.5.2 Findings from Research

Questions 5, 6, 7, 8, 9, 10, 11, 12 and 13 in the survey analysed research objective three. Respondent's answers supported the literature showing the various disconnected customer views of Pick n Pay Westville due to the stores neglect of customer service.

5.5.3 Conclusion

It is apparent that Pick n Pay Westville is focussing more effort on their Smart Shopper loyalty programme whilst neglecting customer service. Thus, the organisation is disregarding their customer experience in certain areas which is ultimately leading to customers experiencing a variety of disconnected organisational views.

5.5.4 Recommendations

It is recommended that Pick n Pay Westville acknowledge the findings above and start improving customer service throughout the organisation. Pick n Pay Westville must not stop focussing on their Smart Shopper loyalty programme because it is a large part of their CRM. However, they need to ensure that all areas of their customer service are seamlessly connected and integrated.

5.6 Anticipated Contribution of the Research

The main goal of the corporate communications function is to ensure that organisations can foster and maintain long-term, relationships with stakeholders (Cornelissen, 2017). This research will therefore, contribute to the field and function of corporate communications.

The main aim of this research was to gather information about Pick n Pay Westville's CRM functions and the potential disparities therein. Thus, painting a clearer picture of Pick n Pay Westville's CRM function and identifying areas where they can improve. This will ensure that Pick n Pay Westville are able to minimise CRM disparities within the retail organisation and in turn foster and maintain long-term relationships with their customers. This research will ensure that Pick n Pay Westville's employees can implement CRM effectively.

This research provides Pick n Pay Westville's consumers with the information needed, to monitor CRM programmes, allowing individuals to make more informed shopping decisions.

5.7 Suggestions for Future Research

The findings throughout this research study show that there is a place for future research. When conducting the research, it soon became clear that it was too focussed and therefore, expanding the scope of the research would be highly beneficial to Pick n Pay South Africa and the public.

Thus, when conducting future research, it will be beneficial to expand the target population to include a larger and more diverse geographic and demographic sample. It is suggested to include current Pick n Pay staff within the target population. This will provide a more accurate representation of the current CRM situation within Pick n Pay. It will also be beneficial to increase the sample size as well as the number of data-collection instruments. This will increase the validity, credibility and transferability of future studies.

5.8 Concluding Remarks

This study explored the effect of Pick n Pay Westville's CRM on their Customer Relationships. The study investigated the way in which CRM efforts are being implemented by Pick n Pay and why these efforts have varied effectiveness when influencing customer relationships.

Both interpretivism and positivism were employed during the study through a mixed methodology research design. Qualitative and quantitative data was collected through a survey to provide a mix of qualitative (thematically analysed) and statistical data. A literature review was conducted to provide academic and theoretical grounding to the study.

The study allowed for a clearer picture of Pick n Pay Westville's CRM function to be created. Through this, it was identified that due to Pick n Pay Westville's CRM disparities, customers are experiencing varied experiences when interacting with the organisation and its various CRM efforts. This is because Pick n Pay are Westville neglecting customer service.

Thus, Pick n Pay Westville's CRM efforts are not as effective as they could be. In order to address this problem, recommendations must be carefully implemented and continuously monitored in order to improve Pick n Pay Westville's CRM programmes and in turn improve their customer relationships.

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APPENDICES

Appendix One – Informed Consent

EXPLANATORY INFORMATION SHEET AND CONSENT FORM FOR PARTICIPANTS

To whom it may concern,

My name is **Luke Criticos** and I am a student at **Vega Durban**. I am currently conducting research under the supervision of **Alec Bozas** about **the effects of Pick n Pay Westville's custom relationship management (CRM) on their customer relationships**. I hope that this research will enhance our understanding of **Pick n Pay and the effectiveness of their CRM programmes**.

I would like to invite you to participate in my study. In order to explain to you what your participation in my study will involve, I have formulated questions that I will try to fully answer so that you can make an informed decision about whether or not to participate. If you have any additional questions that you feel are not addressed or explained in this information sheet, please do not hesitate to ask me for more information. Once you have read and understood all the information contained in this sheet and are willing to participate, please complete and sign the consent form below.

What will I be doing if I participate in your study?

I would like to invite you to participate in this research because **I would like to gain a better understanding of Pick n Pay Westville's CRM programmes**. If you decide to participate in this research, I would like **to conduct a questionnaire into your experience and engagement with Pick n Pay Westville's CRM programmes**.

You can decide whether or not to participate in this research. If you decide to participate, you can choose to withdraw at any time or to decide not to answer particular interview questions.

Are there any risks/ or discomforts involved in participating in this study?

Whether or not you decide to participate in this research, there will be no negative impact on you. There are no direct risks or benefits to you if you participate in this study. You might, however, indirectly find that it is helpful to talk about your **experience and engagement with Pick n Pay Westville's CRM programmes**. If you find at any stage that you are not comfortable with the line of questioning, you may withdraw or refrain from participating.

Do I have to participate in the study?

- Your inclusion in this study is completely voluntary;
- If you do not wish to participate in this study, you have every right not to do so;

Even if you agree to participate in this study, you may withdraw at any time without having to provide an explanation for your decision. © The Independent Institute of Education (Pty) Ltd 2019

Will my identity be protected?

I promise to protect your identity. I will not use your name in any research summaries to come out of this research. I would like to ask your permission to record the interviews, but only my supervisor, I and possibly a professional transcriber (who will sign a confidentiality agreement) will have access to these recordings. Nobody else, including anybody at **Vega Durban**, will have access to your interview information. I would like to use quotes when I discuss the findings of the research but I will not use any recognisable information in these quotes that can be linked to you.

What will happen to the information that participants provide?

Once I have finished all interviews, I will write summaries to be included in my research, which is a requirement to complete my **BA Honours in Strategic Brand Communication Post-Graduate Degree**. You may ask me to send you a summary of the research if you are interested in the final outcome of the study.

What happens if I have more questions about the study?

Please feel free to contact me or my supervisor should you have any questions or concerns about this research, or if there is anything you need to know before you decide whether or not to participate.

You should not agree to participate unless you are completely comfortable with the procedures followed.

My contact details are as follows:

Luke Criticos

076 431 0331

criticosluke@gmail.com

The contact details of my supervisor are as follows:

Alec Bozas

082 334 4477

mwbozas@mweb.co.za

Consent form for participants

I, _____, agree to participate in the research conducted by **Luke Criticos** aimed at **analysing the effects of Pick n Pay Westville's CRM on customer relationships**.

This research has been explained to me and I understand what participation in this research will involve. I understand that:

1. I agree to be interviewed for this research.
2. My confidentiality will be ensured. My name and personal details will be kept private.
3. My participation in this research is voluntary and I have the right to withdraw from the research at any time. There will be no repercussions should I choose to withdraw from the research.
4. I may choose not to answer any of the questions that are asked during the research.
5. I may be quoted directly when the research is published, but my identity will be protected.

_____ Signature

_____ Date

Appendix Two – Measurement Instrument

Thank you for taking the time to answer the following questions. This questionnaire has been designed to analyse Pick n Pay Westville's Customer Relationship Management (CRM) programmes. The following questions will further analyse the effects of Pick n Pay Westville's CRM on customer purchasing behaviour and customer loyalty. This will help to determine the consequent effects of CRM on customers of Pick n Pay Westville.

Please use a black pen to answer the questions. Please tick ☒ the boxes to answer the questions.

Please state your age and gender.

Age: ☐ 18-27 ☐ 28-37 ☐ 38-47 ☐ 48-57 ☐ 58-67 ☐ 68-77 ☐ 78 <

Gender: ☐ M ☐ F

1. How important is good customer service from the retailers you shop at?

1 = Not important; 10 = very important

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7 ☐ 8 ☐ 9 ☐ 10

2. What is the reason for your answer to question 1?

3. Do you feel that customer service will increase your chances of returning to the retail organisation?

Yes ☐ No ☐

4. If you answered yes to question 3, why would customer service increase your chances of returning to a retail organisation?

5. How would you describe Pick n Pay Westville's customer service?

6. How likely are you to return to Pick n Pay Westville based on their customer services?

1 = Not likely; 10 = very likely

1	2	3	4	5	6	7	8	9	10
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7. Do you currently have a Smart Shopper card from Pick n Pay?

Yes ☐ No ☐

8. If you answered yes to question 7, do you use your Smart Shopper card?

Yes ☐ No ☐

If yes, please complete questions 9-13. If no, please complete questions 14-15

9. How important is your Smart Shopper card?

1 = Not important; 10 = very important

1	2	3	4	5	6	7	8	9	10
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10. What do you use your Smart Shopper card for?

11. What motivated you to get your Smart Shopper card?

12. Do you feel that your Smart Shopper card has influenced what products you purchase?

13. How has your Smart Shopper card influenced what products you purchase?

14. If you answered no to question 8, why do you not use your benefits, rewards or loyalty card?

15. If you answered no to question 8, what would motivate you to use your Smart Shopper card?

Appendix Three – Data Collection and Analysis Summary

DATA-COLLECTION:

Q1, is a closed-ended, matrix question used to determine the attitudes and opinions of participants. This generated data regarding the participant's beliefs about the importance of customer service, to a customer. This is relevant to research objective one because, it identified the importance of customer service within CRM programmes.

Q2, is an open-ended question following-on from question one linked to research objective one. This, allowed respondents to give their motivations and reasons for their choice of answer to question one. Thus, identifying why customers feel that customer service is important or why it is not.

Q3, is a closed-ended, direct question, used to determine if customer service influenced respondents' choice of retail organisation. This was done to establish the impact customer service has on customers. This is relevant to research objective one.

Q4, is an open-ended, follow-on question from question three linked to research objective one and two. This question allowed the respondents to give their motivations and reasons for customer service, increasing their chance of returning to a retail organisation. Thus, identifying how customer service can influence customer behaviour.

Q5, is an open-ended question, determined customers' perceptions of Pick n Pay Westville's customer service. This question is linked to research objective two and three, providing a detailed description of how customers perceive Pick n Pay Westville's customer service and the effectiveness thereof.

Q6 is linked to research objective two and three. This is a closed-ended, matrix question, used to determine whether Pick n Pay Westville's customer service influences their likeliness to return. This identified how influential Pick n Pay Westville's customer service is on customer retention.

Q7 and **8** are closed-ended, direct questions used to determine if participants have and use a Pick n Pay Smart Shopper card. This established on average how many participants have and use Smart Shopper cards. Linking these questions to research objective three.

Q9 linked to research objective two and three, is a closed-ended, matrix question, used to determine the attitudes and opinions of participants. The question asked the participant to identify how important their Smart Shopper card is to them. This identified, its influence over Pick n Pay Westville customers.

Q10 and **11** linked to research objective two and three are open-ended, follow-on questions from question eight. These identified how Pick n Pay Westville is influencing their customers' behaviour and identified the respondent's motivations for getting a Smart Shopper card.

Q12 and **13** are again open-ended, follow-on questions from question eight and linked to research objective two and three. This is important in the context of this research because, it identified if and how Pick n Pay Westville are influencing their customers' purchasing habits.

Q14 and **15** are open-ended, follow-on questions from question eight. These questions identified why respondents do not use their Smart Shopper card and what Pick n Pay Westville can do to improve their CRM loyalty programme; in view of this.

DATA ANALYSIS

Question; 2, 4, 5, 10, 11, 12, 13, 14 and 15 are all open-ended, qualitative questions. Therefore, it was determined that all qualitative data was analysed through content analysis, in the form of thematic, substantive and selective coding. Given the differences within each question, the most suitable analysis method was to be applied to ensure the targeted analysis of the collected data.

Question; 1, 3, 6, 7, 8 and 9 are all closed-ended, quantitative questions. Therefore, it was determined that all quantitative data was analysed using Microsoft Excel. This, in order to establish; the average number for each question (mean), the middle value for each question (median), the most commonly occurring value for each question (mode). Identifying the above allowed for the qualitative data to be substantiated using quantitative data.

Appendix Four – Ethical Clearance Form



ETHICAL CLEARANCE CONSENT FORM

No research may be carried out by any student or staff member; or independent contractor or person associated with The Independent Institute of Education (The IIE) that will be associated with The Independent Institute of Education; or that involves in any way, The Independent Institute of Education; without formal ethical clearance to conduct the research having been obtained.

The process is similar for students registered on IIE qualifications or for researchers wishing to conduct research on, or at The IIE.

In order to get consent to do research associated with or on or at The IIE the following need to be submitted to the R&D Manager via the appropriate academic (normally your supervisor for internal students) or the designated academic manager at your brand if you are associated with a site and not a registered student of The IIE or the Academic Manager if you are employed in the Central Academic Team (CAT).

Please submit the following:

	Please tick
Proposal — select one:	
IIE and other registered students: Proposal as approved by supervisor with a declaration in relation to the status of the proposal at your institution where you are a student, if you are a student.	Yes
Research by internal people who are not students: Proposal as approved by your designated academic manager or the CAT Academic Manager if you are not a student but are directly associated with The IIE.	X
External researchers who are not students: Formal research proposal plus full details of the sponsoring body.	X
Ethical clearance application form: Please check that all sections are complete and that the form has been signed by the person who will supervise your research and by the designated academic manager where required. If you are a student <u>and</u> you are working or you are otherwise associated with The IIE and its campuses; your form needs to be signed by both the designated manager and your institutional supervisor. If you are an external researcher the form also needs to be signed by a senior manager at the sponsoring organisation.	Yes
Participant consent form: Example of participant consent form (where applicable). The original signed forms have to be provided to the supervisor after permission is granted.	Yes

1. Identifying information

Name:	LUKE
Surname:	CRITICOS
Student number:	16002934
Institution where registered:	VEGA DURBAN NORTH
Qualification:	BA HONOURS: STRATEGIC BRAND COMMUNICATION
Year in which you would like to conduct research:	2019
Year in which you aim to graduate:	2019
Contact Number:	076 431 0331
E-Mail Address:	criticosluke@gmail.com

2. Supervisor's Name and Contact Details

Name and surname and designation:	Alec Bozas
Contact telephone number:	082 334 4477
Contact e-mail address:	mbozas@mweb.co.za
Signature confirming that this form is being submitted with Supervisor's consent and signifying that the information submitted is accurate:	
Date of signature:	30/7/2019

3. Designated academic manager's details (if applicable)

Name and surname and designation:	
Contact telephone number:	
Contact e-mail address:	
Signature confirming that this form is being submitted with Academic Manager's consent and signifying that the information submitted is accurate:	
Date of signature:	

4. Designated manager of sponsoring organisation (if applicable)

Name and surname and designation:	
Contact telephone number:	
Contact e-mail address:	
Signature confirming that this form is being submitted with Manager's consent and signifying that the information submitted is accurate:	
Date of signature:	

5. Title of Research

The Effect of Pick n Pay Westville's Customer Relationship Management on their Customer Relationships

6. Proposal:

If this information is contained in your attached research proposal please reference the page; if not please provide full detail.

6.1 Abstract – no more than 250 words

“Good customer relationships are key to business success. Thus, “The use of customer relationship management (CRM) systems are becoming increasingly important to improve customer life time value.” (Mishra & Mishra, 2009: 83).

Chan (2005) however, states that customers may experience negative interactions when dealing with certain retail organisations. This is due to disparities within a retail organisation,” (Research Proposal, 2019: 4).

“According to Pick n Pay (2018: 35) the organisation is; “reliant on enterprise-wide information technology.” Pick n Pay (2018) further note that they are continuously developing new, innovative CRM loyalty and rewards programmes. This however, is causing channel disparities within Pick n Pay Westville notes Chan (2005). According to customers the increased focus noted above, has led to Pick n Pay Westville neglecting customer service and community building. Thus, Pick n Pay Westville customers are experiencing varied experiences when interacting with the organisation and its various CRM effort. Therefore, Pick n Pay Westville's CRM efforts are not as effective as they could be, warranting the need for this research,” (Research Proposal, 2019: 5).

6.2 Research Aims/ Goals/ Objectives

Research Aims:

The main aim of this research is to gather information about Pick n Pay Westville's CRM functions and the potential disparities therein. Thus, painting a clearer picture of Pick n Pay Westville's CRM function and identifying areas where they can improve. This, to ensure that Pick n Pay Westville are able to minimise CRM disparities within the retail organisation and in turn foster and maintain long-term relationships with their customers.

Objectives:

- To evaluate how CRM influences customer relationships.
- To determine whether Pick n Pay Westville's various CRM programmes are affecting their customer relationships in different ways.
- To investigate whether customers think that Pick n Pay Westville are placing more effort on their CRM loyalty and rewards programmes and neglecting customer service.

Goals:

To investigate the way in which CRM efforts are being implemented by Pick n Pay Westville and why these efforts have varied effectiveness when influencing customer relationships. This will allow for a clearer picture of Pick n Pay Westville's CRM function to be created and in turn minimise CRM disparities within the retail organisation.

6.3 Methodology

Please see attached research proposal, page 22, section 3. **RESEARCH METHODOLOGY** and following sub-sections **3.1** to **3.5**.

6.4 Ethical considerations

Please see attached research proposal, page 33, section 4. **CONCLUSIONS** sub-section 4.3

6.5 Research impact on people and or brand/IIE CAT (directly as participants or in terms of the use of their data or conducting research in their environment):

If your research involves anything other than investigation of publicly available information or data or documents please detail this and the steps you are taking or will take to protect the rights of people involved. Please detail measures to avoid harm and to gain informed consent.

This research study is about Pick n Pay Westville. However, secondary information involving Pick n Pay Westville and their CRM practices will be attained via peer reviewed academic sourced journals to ensure information is accurate, reliable, therefore not opinion based or based off false facts.

Primary research will be conducted in the public domain through the use of a questionnaire. Participant must however, sign an informed consent form prior to answering the questions.

7. Particular elements of study:

Please indicate which of these apply.	Yes	No
Literature survey of an environment with no interaction with participants. Use of artefacts for data collection.		✓
Observation of an environment with no interaction with participants and no manipulation of the environment.		✓
Observation of an environment with no interaction with participants and with manipulation of the environment.		✓
Data is collected about individual participants but they are taken from existing available records (e.g. an existing report or student record).		✓
Data is collected about groups but they are taken from available records (e.g. an existing report) and will only be reported at the group level.		✓
General and/ or personal information required to be collected <i>de novo</i> from participants through interviews, surveys, questionnaires, observation, etc.	✓	
Collecting information from participants via an existing validated and approved test instruments (e.g. an approved psychometric test).		✓
Collecting information from participants via an invalidated test instrument.		✓

8. Description of participants:

Please detail the age, demographics and context of the participants. The IIE will not normally give consent for the involvement of persons who are under the age of 18 or who are vulnerable (physically, socially, mentally or psychologically) unless you are an experienced researcher with a proven track record of conducting research involving participants from these groups. You are thus encouraged to provide such evidence if your participants could be deemed to be vulnerable or under the age of 18.

In all instances informed consent would be required:

The target population of this research are all customers of Pick n Pay Westville.

The accessible population of this research proposal are customers of Pick n Pay Westville from central Westville.

Population parameters

- The participants must be a customer of Pick n Pay in Village Market, Westville.
- The customer must be over the age of 18.

9. Please describe the impact that your research may have on participants and or the brand/IIE CAT – positive or negative and the measures you will have in place to reduce the risk of harm.

This study will have no negative impacts on individuals, as the case study is Pick n Pay Westville. The brand, may benefit from the findings. No harm will be directed to the brand, as the study is not intended in that manner. Please refer to below; abstract taken from rationale.

This research aims to gather information about CRM loyalty and rewards programmes as well as customer service and community building within Pick n Pay Westville. This will allow Pick n Pay Westville to identify areas where they can improve and foster long-term relationships with their customers. This research will also identify what CRM efforts Pick n Pay Westville are successfully implementing and how this successful application of CRM is influencing customer relationships.

This research also aims to increase the body of knowledge within society and the corporate communication field. Therefore, providing Pick n Pay Westville with the information needed to improve their communication and CRM systems. Lastly, the research will allow Pick n Pay Westville to make better decisions and take action to build and maintain long-term meaningful customer relationships.

10. **Only Masters and Doctoral students need to complete Section 10**

You will need to carry out a SABINET and NRF search to check that your topic has not been registered previously. You must confirm that such a search has been carried out by providing the following information.

I have conducted a SABINET and NRF Search	
	No
Date of search conducted:	
Keywords used:	

--

11. Declaration on Ethical Conduct in Research

I have read and understand the requirements laid out in the ethical clearance form as well as the Code of Ethics (see below) as extracted from The IIE Research Policy (IIE007) and commit to observe and uphold the principles of this Code in all aspects of the research work carried out in association with the IIE.

I confirm that all the information I have provided to enable The IIE to make a decision about my research is honest, complete and accurate and that I have not withheld any information that may adversely influence the decision.

I confirm that I will not hold The IIE liable for any action taken against me in relation to this research and its impacts and I take full legal and moral responsibility for the research and its impact.

Research Code of Ethics:

Researchers are required to:

- Familiarise themselves with ethics guidelines and observe such guidelines throughout their projects;
- Accept that they are ethically accountable for honesty, objectivity and integrity of carrying out and reporting on their research;
- Strive to conduct research of a high standard;
- Always clearly indicate the limitations of their work to provide perspective of the validity of their data and reports;
- Ensure that data is not falsified, misinterpreted, fabricating, misrepresented or changed;
- Ensure that data is collected in a manner that will not affect its validity and make known any aspects of their project that might have affected such validity of their data;
- Disclose their methodologies and processes in a transparent manner to uphold its integrity;
- Keep data safely and securely for a period of three years and produce this in support of other researchers' work or to confirm the authenticity of a project, in consideration of any agreement(s) with individuals who were part of the sample group;
- Recognise sources of information by accurately and appropriately referencing such sources and respecting the copyrights of all reference work and sources;
- Recognise fellow workers and co-workers who are part of the project;
- Be considerate and professional in dealing with individuals and sample groups, respecting their right to refuse to participate and the rights to their privacy;

- Accept responsibility to ensure that data with personal particulars of individuals and sample groups must be secured, in particular, when it is in digital format;
- Avoid placing the safety or security of participants at risk through any research that is conducted;
- Demonstrate commitment to sharing knowledge, disseminating the results of research work in an appropriate manner;
- Retain objectivity to prevent bias throughout any research project;
- Adhere to the conventions associated with publication which includes only submitting to one publisher at a time and always citing where papers have been used before.

RESEARCHER

Luke Criticos

Full name: _____

9803035156080

Identity number: _____

Signature: _____

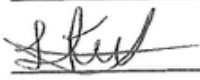
30 July 2019

Date: _____

WITNESS

Full name: Lorren Kuhn

Identity number: 9703140162082

Signature: 

Date: 30 July 2019

WITNESS

Full name: Tayla Ash

Identity number: 9707300137081

Signature: 

Date: 30 July 2019

Please note: You may not proceed with the research until you have written confirmation of approval of your study from the Postgraduate Committee of the IIE.

Appendix Five – Ethical Clearance Letter



1 June 2019

Dear LUKE CEITICOS (16002934)

ETHICAL CLEARANCE LETTER

Your research proposal and ethical considerations were reviewed by your supervisor and moderated by the campus research panel.

- ☒ Your research proposal posed no significant ethical concerns. We hereby provide you with ethical clearance to proceed with your research methodology.
- OR
- ☐ Your research proposal posed the following minor concern:
- ☐ Please mention how your research design will address this issue:

TITLE:

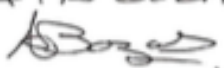
THE EFFECT OF PICK A PAY WESTVILLE'S CUSTOMER RELATIONSHIP MANAGEMENT ON THEIR CUSTOMER RELATIONSHIPS.

In the event of you deciding to change your research methodology in any way, kindly consult your supervisor to ensure all ethical considerations are adhered to and pose no risk to any participant or party involved. A revised ethical clearance letter will be issued.

We wish you all the best with your research!

Supervisor Name:

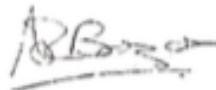
Supervisor Signature:

A. R. BOZAS


Campus Anchor Name:

Alec Bozas

Campus Anchor Signature:



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Appendix Five – Originality Report

Appendix Six – Summary Document Table

Research Purpose	Research Objectives	Research Rationale	Seminal Authors	Literature Review - Conceptual Framework	Paradigm	Approach	Data Collection Method	Ethics	Anticipated Findings	References
This study investigated the way in which CRM efforts are being implemented by Pick n Pay and why these efforts have varied effectiveness when influencing customer relationships. This allowed for a clearer picture of Pick n Pay Westville's CRM function to be created and in turn, minimise CRM disparities within the retail organisation. This will allow Pick n Pay Westville to improve their customer relationships, loyalty and therefore their profits.	To evaluate how CRM influences customer relationships. To determine whether Pick n Pay Westville's various CRM programmes are affecting their customer relationships in different ways. To investigate whether customers think that Pick n Pay Westville are placing more effort on their CRM loyalty and rewards programmes and neglecting customer service	CRM is increasingly significant for organisations worldwide. Baran et al., (2014) identify that this is due to the challenging and dynamic business environment. As noted above, "the use of customer relationship management (CRM) systems are becoming increasingly important to improve customer life-time value" (Mishra & Mishra, 2009: 83). Chan (2005) however, states that customers may experience varied interactions with certain organisations. This, as new CRM efforts and channels are developed daily, greater disparities are created. As well as channel disparity, Baran et al., (2014) refer to processes and technologies that are becoming increasingly disproportionate, further exacerbating the disunion within CRM. This research gathers information about CRM loyalty and rewards programmes as well as customer service and community building within Pick n Pay Westville. This will allow Pick n Pay Westville to identify areas where they can improve and foster long-term relationships with their customers. This research will also identify what CRM efforts Pick n Pay Westville are successfully implementing and how this successful application of CRM is influencing customer relationships. This research aimed to increase the body of knowledge within society and the corporate communication field. Therefore, providing Pick n Pay Westville with the information needed to improve their communication and CRM systems. Lastly, the research will allow Pick n Pay Westville to make better decisions and take action to build and maintain long-term meaningful customer relationships. This will improve Pick n Pay Westville's customer loyalty which will translate into increased profits.	(Baran, Zerres, & Zerres); (Chan); (Freeman); (Mishra and Mishra); (Sahu); (Rahimi); (Steyn and de Beer); (Winer).	Theme 1: CRM; Theme 2: Loyalty & Rewards programmes; Theme 3: Customer service & Community building; Theme 4: Pick n Pay CRM; Theme 5: Pick n Pay Loyalty & Rewards programmes; Theme 6: Pick n Pay Customer service & community building	The aim of this research is to "describe meaningful social actions and experiences" (du Plooy-Cilliers, Davis & Bezuidenhout, 2014: 34) whilst identifying causal relationship between these actions and experiences. Thus, a combination of both interpretivism and positivism were employed in conducting this research. Interpretivism analyses the environments that human beings find themselves in, describing, how these environments influence social actions (du Plooy-Cilliers et al., 2014). Whilst, positivism identifies; "causal relationships in order to predict and control events" (du Plooy-Cilliers et al., 2014: 34). Interpretivism has been influenced by three intellectual traditions namely; symbolic interactionism, phenomenology and hermeneutics (du Plooy-Cilliers et al., 2014). Symbolic interactionism is an intellectual tradition that sees society and the world around it, as symbolic and constructed (Maree, 2015). du Plooy-Cilliers et al., (2014) and du Plooy (2009) note that, phenomenology aims to analyse how human beings and subsequently individuals make sense of society as well as the world around them. Lastly, hermeneutics; "is concerned with the 'theory and method of the interpretation of human action'" (du Plooy-Cilliers et al., 2014: 28). Given the above, the ontological and axiological positions of this research are grounded in interpretivism and positivism. Ergo, a mixed methodology research design and methodological position account for these juxtapositions (Kumar, 2011). Furthermore, the meta-theoretical position of this research study is grounded in both interpretivism and positivism (Kumar, 2011). When analysing the stakeholder theory and the purpose of this study, it is clear that this study aims to gain in-depth knowledge into customers' relationships with Pick n Pay Westville, whilst identifying causal relationships influencing these relationships.	Considering the research paradigms used in this research; the research design and approach consist of a combination of qualitative and quantitative research. Although this research consisted primarily of qualitative research, it has been supported by quantitative research and data. Therefore, this research consists of a mixed methodology.	Survey	The following ethical issues were considered throughout the entirety of the research study. Informed consent Avoiding harm Collecting data from participants (completed under researcher supervision) Confidentiality Falsifying information Distorting results Bias Misusing information	Objective one – various commonly used CRM programmes were analysed. Anticipated Findings = CRM programmes to have a varied influence on customer relationships. Objective two – W Pick n Pay Westville's CRM programmes are affecting customer relationships in different ways. Objective three - Pick n Pay Westville is neglecting the level of customer service because according to Pick n Pay (2018: 35) the organisation is; "reliant on enterprise-wide information technology." This, showing Pick n Pay's effort into their Smart Shopper programme.	(Argenti, 2013); (Baran, Zerres & Zerres, 2014); (Braganza, Stebbings & Ngosi, 2013); (Businessdictionary.com. [s.a.]); (Business Ethics Quarterly, 2019); (Butscher, 2016); (Chan, 2005); (Cornelissen, 2017); (Deleers & Cadiot, 2016); (Delvin, 2015); (Dewnarain, Ramkissoon & Mavondo, 2019); (Du Plooy-Cilliers, Davis & Bezuidenhout, 2014); (Du Plooy, 2009); (Enache, Novac, Uduke & Sugheta, 2016); (Freeman, 1984); (Freeman, 1994); (Friedlein, 2003); (Greenleaf & Winer, 2002); (Hill, 2017); (Jones, Harrison & Felps, 2018); (Kim & Wang, 2019); (Kumar, 2011); (Lenskold, 2002); (Lu, 2019); (Marre, 2015); (Meintjes, 2012a); (Meintjes, 2012b); (Min, Zhang, Kim & Srivastava, 2016); (Meyer & Schwager, 2007); (Mishra & Mishra, 2009); (Oxfordictionaries. [s.a.]); (Pick n Pay, 2018); (Salleh, Sulaiman & Talib, 2010); (Sekaran, 2003); (Slabbert, Barker, 2012); (Steyn & de Beer, 2012); (Winer, 2001).
According to Pick n Pay (2018: 35) the organisation is; "reliant on enterprise-wide information technology." Pick n Pay (2018) further note that they are continuously developing new, innovative CRM loyalty and rewards programmes. Based on previous studies into retail organisations, Chan (2005) notes that this is causing channel disparities within retail organisations such as Pick n Pay Westville. Based on a prior small-scale study, customers stated that this increased focus noted above, Pick n Pay Westville are neglecting customer service and community building. Thus, Pick n Pay Westville customers are experiencing varied experiences when interacting with the organisation and its various CRM effort. Therefore, Pick n Pay Westville's CRM efforts are not as effective as they could be, warranting the need for this research.	Retail organisation; Corporate communication; Management; Strategic stakeholders; Stakeholder management; Customer; Customer relationship management (CRM); Customer relationships; CRM channels; Customer service; Loyalty programmes; Rewards programmes; Community building; Repeat business; Customer loyalty; Word of mouth	The Stakeholder Theory. Customer Relationship Management Framework.	Non- probability Sampling Accidental, Convenience and Purposive sampling Size: 30 respondents	Qualitative data was analysed through content analysis, in the form of thematic, substantive and selective coding. Quantitative data was analysed using Microsoft Excel. This, in order to establish; the average number for each question (mean), the middle value for each question (median), the most commonly occurring value for each question (mode)	Honesty of respondents' answers Respondents were asked to fill out the survey in the public domain. Respondents may have rushed through the survey to finish and carry on with their day. Additionally, respondents may have provided the researcher with answers they thought the researcher wanted Generalisability The accessible population is only customers in Central Westville, a specific area within Westville. Results may prove to be different in other Westville areas. Furthermore, this was a mixed methodology study with 30 respondents and as such, findings cannot be generalised with statistical certainty (Sekaran, 2013). Time For the data collected to be accurate, the respondents needed certain lengths of time to correctly and accurately complete the surveys. The limited time that respondents had to complete the surveys [due to their need to continue their day] will affect the data collected. Time may also pose a problem for the researcher's analysis and interpretation of findings.	The main goal of the corporate communications function is to ensure that organisations can foster and maintain long-term, relationships with stakeholders (Cornelissen, 2017). This research will therefore, contribute to the field and function of corporate communications. The main aim of this research was to gather information about Pick n Pay Westville's CRM functions and the potential disparities therein. Thus, painting a clearer picture of Pick n Pay Westville's CRM function and identifying areas where they can improve. This will ensure that Pick n Pay Westville are able to minimise CRM disparities within the retail organisation and in turn foster and maintain long-term relationships with their customers. This research will ensure that Pick n Pay Westville's employees can implement CRM effectively. This research provides Pick n Pay Westville's consumers with the information needed, to monitor CRM programmes, allowing individuals to make more informed shopping decisions.				