Impact of CRM on Consumer Buying Behaviour
ABSTRACT

The concept of customer relationship management and buying behaviour is not new to the business organizations. In the present business scenario, both of these concepts have become a necessary part of the businesses due to the increasing demand of these concepts in global market. Better implementation of CRM in an organization provides competitive advantage to the customers. Alongside this discussion, CRM process is an important tool to retain customers for a long period and this process is used by many companies. Different drivers are there to attract and retain customers for a long-period.

In order to better analyse the issues at hand, this study was guided by four main objectives. The first was to evaluate the need of the origin and role of CRM. The second objective was to understand Sainsbury’s CRM model to understand future research opportunities. The third objective was investigating the theoretical framework and model related to CRM and consumer’s buying behaviour and interrelationship of both of these concepts. The final objective was to study the role of successful CRM process and its importance to help in cross functional activities of the firm.

Based on the characteristics of the study, the research was conducting by using both qualitative and quantitative perspectives. This research used case study strategy, semi structured interviews and questionnaire. Throughout the study data is collected by using different methods which reflects that triangulation was largely utilised in research. A thematic approach was used to analyze the result from structured interviews and structured questionnaires. It is because as researcher believed that it is only the best way to analyzing qualitative information.

Research findings suggest that CRM has a large impact on consumer buying behaviour. If an organization understands this concept, it can easily earn several benefits in the long-term. It is find that regular interaction with consumers, 27*4 hour CRM services, brand value, goodwill and reputation are some factors that helps in changing the buying behaviour of the customers. In addition, this research highlighted the relation between research findings and objectives and provides recommendations like implementation of security mechanism, reducing queuing time of consumers, etc.
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CHAPTER 1: INTRODUCTION

1.1. Enquiry Overview

This research has main aim to investigate the impact of CRM on consumer buyer behaviour by using the example of Sainsbury’s. This study focuses on identifying the scope of customer relationship management and its impact on customer buying behaviour.

Chapter one of this paper, gives information about company background and its CRM functions. Further in this chapter research background is discussed along with the research problem and purpose of this study. In this topic, impact of CRM on consumer behaviour is described and Sainsbury’s CRM system also introduced. In next topic aims and objective of research are described. This creates an outline of particular topic and theoretical areas that are discussed in this research. Additionally, some research questions and scope of the study is also discussed in this chapter.

Chapter two is about the review of literature, theoretical framework and conceptual models of CRM. In this chapter, firstly, the researcher has defined definitions of CRM and consumer buying behaviour. At the next move, the research has explained about the importance of CRM process to retain consumers with the help of various drivers and determinants to retain and attract customers. CRM program is needed by companies to know and create database of their existing customers. It helps to maintain relationship with old customers and attract new customers. In the CRM process, many tools are used by companies to retain their customers and provide better services for them. Relationship between CRM and consumer buying behaviour is also described in this chapter.

Chapter three presents research methodology and the researcher has used qualitative research methods to collect data and information. In order to gathered empirical and valid data,
the researcher has used both primary and secondary research methodologies. This chapter explains about research paradigm, research strategies, case study research method and its strengths and limitations, semi structured interviews to collect information from the store managers, and evaluation of framework to understand the authenticity of the data.

The research methods used in chapter three leads chapter four. In chapter four, data findings and data analysis presents that researcher gets from the research with the help of thematic framework. With the help of thematic framework, priori and posteriori themes have been described, which are Interaction with Customers, 24*7 hours CRM System and its Extent, Brand Value, Reputation and Goodwill, Perceived Trust and Benefits through CRM. On the basis of these themes, research outcomes have needed to define to reach at valid result.

Chapter five is the conclusion and recommendations part of the research. It summarized impacts of CRM on consumer buying behaviour. Based on information, which researchers has collected from primary and secondary research methods in previous chapters, the researcher has provided recommendations to Sainsbury to improve its customers services, loyalty and other programs to impact the buying behaviour and retain customers for long time.

1.2. Research Aims and Objective

The main aim of this study is to examine the impact of CRM on consumer buyer behaviour by using case study of Sainsbury. This research example also needs some definite variables and parameters. Thus, the aims and objective of this research are as follow:

1. This research work will evaluate the need of the origin and role of CRM.
2. To understand Sainsbury’s CRM model to understand future research opportunities.
3. To investigate the theoretical framework and model related to CRM and consumer’s buying behaviour and interrelationship of both of these concepts.
4. To study the role of successful CRM process and its importance to help in cross functional activities of the firm.

1.3. Research Questions

To construct this investigation and help research work into the field of CRM and consumer buying behaviour, I would like to answer some questions via my research work. Formation of these research questions is based on the objectives discussed in the above section. These research questions are as follow:

1. To what extent does Customer Relationship Management Process influences consumer buying behaviour?

2. Is there any link between Customer Relationship Management and Consumer Buying Behaviour?

Explanation of these research questions is necessary to guide the readers that how this study address specific issues related to CRM and consumer buying behaviour. Answers of these questions are provided in the last section and utilized by the researcher to explore a valid conclusion.

1.4. Background

Sainsbury is one of the biggest chains of supermarkets in UK general merchandise and grocery market with a share of 16.3%. After Tesco and Asda, it stands at third position in the UK retail industry. Financial position of the company is also very strong. At the end of fiscal year 2009, the annual revenue of the firm was estimated around £18,911 million and operating income was £673 million. The mission of the company is to deliver good products with an improving quality at fair prices and great service at a competitive cost.
As same, the vision of the company is to improve the performance in the UK supermarket chain and will explore and develop new opportunities in other markets. By executing ‘managing for value’ company has also focused on its goals and challenges and opened new opportunities in potential areas. In order to establish its presence in the international market and achieve tremendous success, the company focuses on mainly five areas:

- High Quality Food with most reasonable prices.
- Accelerating the growth of the firm in non-food and complementary good and services industry.
- Implementing additional channel of attraction and distribution to target more consumers and reach at them.
- Developing an active property management programs for the success.
- Developing space for the supermarkets not only in UK but also in other countries such as newly industrialized countries, such as China, India, and other western countries such as USA, Australia, etc.

Sainsbury’s has also implemented a customer relationship management system to spread out its marketing promotions to its customers. This company selects Teradata warehouse to create database and analytical applications for customer relationship management. So customers get offers according to their need and requirement. This approach is dependent on consumer buying behaviour and company retains and attracts new customers by following this approach.

In the global era, numerous well-known and major empirical studies on the importance of customer relationship management (CRM) have been conducted that explores the scope and depth of CRM to utilize the opportunities available in this highly changing and competitive business world. More specifically, some studies have examined the impact of CRM on consumer
buying behaviour and role of customer relationship management to retain consumers for long
time as well as change their perspective towards buying. CRM process of a company enables the
management to collect information about customers, sales, market trends, preferences of the
customers according to different segmentation, and marketing effectiveness. It has been
examined by various researchers that CRM allows the company to improve brand power and
improve profitability, by:

- Understanding the needs and requirements of the consumers as per their buying
  behaviour and vice versa.
- Evaluating the Trends of market to attract the consumers.
- Helping customers through CRM process and resolving their queries as fast as possible.
- Delivering special offers, and customized products and services of the company for the
  consumers.

With the help of this information the company can match the expectation level of the
customers and offer them products and services according to their needs.

Undeniably, CRM also support an enterprise to identify and target their best customers
and manage marketing campaigns with high quality sales for the organisation. Management of
customers, profitability, needs, preferences, buying behaviour and price sensitivity are different
from customer to customer, which can be handled by CRM.

By using the CRM process, the company can easily get the customer feedback without
alienating them. Through CRM, the salesperson saves time to serve customers, which ultimately
increases the productivity of the employees and allow them to manage the database effectively.
Salespersons use this information to understand the customers’ decision making ability.
In the grocery market, with the help of CRM process, the employees can generate a variety of standard reports to reveal the behaviour of the customers and understand their needs. These reports also identify account buying cycles, purchase quantities, product preferences and reaction to promotion programming.

**Table 1: Application of CRM in Retail Industry**

<table>
<thead>
<tr>
<th>Name of the Company</th>
<th>Year of Implementation of CRM</th>
<th>Effectiveness of CRM</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tesco</td>
<td>1993</td>
<td>Provides customers personalized services in a cost effective manner</td>
</tr>
<tr>
<td>Asda</td>
<td>2002</td>
<td>Helps in analysis data, service support and one-to-one marketing</td>
</tr>
<tr>
<td>Sainsbury’s</td>
<td>2002</td>
<td>Analyse data and improve accuracy of marketing campaigns</td>
</tr>
<tr>
<td>Morrisons</td>
<td>2008</td>
<td>Helps to make profitable business decisions</td>
</tr>
</tbody>
</table>

CRM in Grocery market is linked with both business-to-business marketing and business-to-consumer marketing. This program is also associated with loyalty and customer satisfaction. These two things suggest that different customer segments are interested in different proportions of the offerings.

It has been critically evaluated in some researches that in the grocery and food market, the customers want tasty products with fair price and fast service like availability of the product as per their requirements, billing process, online services, etc. In another research studies, it has
been also evaluated that these factors impact on customer’s decision to buy product and services. Customers are also influenced by friends and relatives, their social, cultural and marketing and advertising factors. This can be done possible by large database information of customer behaviour and forecast the future behaviour to meet the demands and desires of potential customers.

It has been also argued in some studies that despite the improvement in the marketing concepts and strategies, there is a depth of understanding the impact of CRM on the consumers’ behaviour. By gaining the depth knowledge of the consumer behaviour and factors that affect the consumers buying behaviour, it would be easy for the managers to handle tricky decision and improved the current version of CRM, so that the company can serve the customer as per their needs and satisfaction level.

1.5. Purpose Statement

The main purpose of conducting this research study is to contribute to inadequate literature and knowledge about the CRM and consumer buying behaviour on the necessity for the retailing firms, so that the companies can execute the application of CRM effectively and utilize its maximum benefit. The strategic framework CRM should be adopted by the firms because it directly influences the perceptions of the consumers to buy the product of the company.

But unfortunately, most of the business organisations have not very much aware with the fact that CRM impact the buying behaviour of consumers in a positive way. In the retail industry, process of CRM allows the company’s to understand the daily needs and requirement of the consumers because of lack of empirical research evidences. The main purpose of this research is to provide evidences to the retail companies that how CRM impacts the consumers buying behaviour and how can companies use this profitable application to enhance profitability.
1.6. The Research Problem

Globalization and high usage of internet have changed the perception of world, which has ultimately increased the connectivity of people over the past few years. On the other hand, researchers have found a plethora of issue and problems associated with the CRM and its impact on consumers buying behaviour. In this new internet era, it has been evaluated that the many companies have implemented the notion of CRM but it is a difficult for the organisations to measure the consistency of consumer buying behaviour.

According to Reinartz and Kumar, while numerous retailers have been logically consistent towards the adoption of CRM methods, thus they have already created sophisticated tools and technologies to predict the buyer behaviours. With the help of these tools and methods, it has become easy for the retailers to capture a wider market and expand product and service portfolio.

Many researchers have been concerned about the issue of relationship marketing and consumers buying behaviour. It has also been asserted that inconsistency of the CRM process directly or indirectly affects the consumer buying behaviour. The grocery market and retail industry is highly sophisticated and need high concentration to understand the nature and demands of the consumers. Similarly, it has also postulated that customer equity is directly associated with the CRM process of the retail firms.

Brinkmann (2004) has explored in its research study that impulsive buying behaviour of the consumer is directly associated with the normative influences of the business organisation, whereas CRM is an application that is not able to create a normative influence for the consumers. This study asserted that although many studies have been declared that consumer buying
behaviour is influenced not only the external environment and norms, normative behaviour of the society as well as companies also develop their behaviour.

There has been lack of empirical examples that shows that normative behaviour of the companies is not linked with the CRM, thus it has become an important issue for the researcher to investigate the impact of CRM on consumers buying behaviour. This field of marketing has now received a sizeable amount of the research and empirical studies but highly changing and unpredictable environment has become one of the main obstacles to provide adequate conclusion about the relationship between CRM and consumer buying behaviour.

However, many empirical researches has declared that CRM has supported many business organisations to become successful, but it is still a controversial issue for the business organisations that how the practical application of CRM can influence buying behaviour of the consumers whether the consumer’s buying behaviour is highly influenced by the normative factors and social behaviour.

1.7. Scope and Limitation of the Study

Since the main aim of this research study is to investigate the impact of CRM process on consumers buying behaviour, this research would also explore the other intrinsic aspects associated with the significance of CRM in an organisation and other driving forces that influences the buying behaviour of the consumers. The scope of this study is related to other factors such as globalizations, fast pace of life, after sale services, traditional marketing process, social and cultural environment of the countries, values and norms of the consumers, international marketing process, implementation of IT tools, etc..

It has been also evaluated that CRM is not the complete solution to attract the consumers for log time and enhance the profitability but also a part of the solution to retain consumers and
enhance profitability. Customer satisfaction also affected by the application of CRM. The relationship management is also linked with the internet marketing, innovations, information technologies and globalization.

Additionally, this study also captures driving forces that motivate the consumers to buy some particular product or prefer some particular company or brand. This scope of this research study is also linked with the B2C and B2B e-commerce models and impact of CRM in the both internet and traditional marketing concepts. Apart from this, the study also concentrates on the marketing approach used by Sainsbury in international market, customer services, customer retention programs, customer loyalty cards and other issues associated with the traditional and online CRM process.

Finally, this research study focuses on the case study of Sainsbury in order to understand the important of CRM to influence the consumer buying behaviour. In order to refined the research process, this study also provide some recommendations to Sainsbury to improve the current CRM process and understand the factors that influences consumer buying behaviour along with the CRM. Due to the various limitations faced during the course of research study, the result of the study count not generalized, thus the recommendations would help the company to think with a broad perspective.

In this research, there are many limitations that might affect the credibility of the research. These limitations are time constraints, high cost, and limited access. Time constraint was the key limitation of this research. Researcher had a limited period to collect data and information from the sources. The researcher tried to collect authentic data and information within short period of time (Creswell, 2003). Data collection through questionnaire method in semi structured interview is costly and time consuming (Braun and Clarke, 2006). Data collected
from this method, might be varied for credibility. This can affect the research effectiveness and efficiency.

In order to enhance credibility of the research; it is necessary for the researcher to access authentic and relevant data and information. The limited ability of researcher may affect the credibility of the research (Easterby-Smith et al, 2006). Lastly, this study provides the perspective of the store managers of Sainsbury and does not explore the perception of the company’s consumers, who uses the CRM.

1.8. Summary

The introduction chapter of this research study has provides a consistent set of ideas and concepts about the impact of CRM on consumer buying behaviour. This chapter enlightens the background of research problem along with the research aim and objectives. The aims and objectives of the research establish the issues and problems within the context of research topic. This chapter also provides a detailed outline of the research structure, so that the aims and objectives of the researcher can be achieved.

Summarily, the main ideas about the traditional and modern CRM process and how this process can become a part of solution to improve the profitability of the firm, etc. are going to be discussed in this research study. This chapter further provides the idea of CRM and its impact on consumer buying behaviour and how the logical arguments of both of these concepts would help to achieve the aims and objectives of this research study.
CHAPTER 2: LITERATURE REVIEW

2.1. Introduction

The main objectives of this chapter literature review are to accomplish the following purposes:

➢ Critical Analysis of literature related to the impact of customer relationship management on consumers buying behaviour.

➢ Examination of various models related to consumer buying behaviour that is developed to understand the relationship of buying behaviour with the CRM process.

➢ Understanding the literature related to the driving forces and determinants that influences Sainsbury to develop their relationship with consumers and improve customer’s satisfaction.

Hence, various a conceptual theories of consumer buying behaviour was introduced. Psychology of consumers to buy a product varies with the behaviour of the firm. Thus, companies focus on different and innovative applications of attracts the consumers towards the company. This chapter would allow the readers to understand the development of CRM and consumer buying behaviour and their interconnection. It has described that there is a relationship between CRM and customer satisfaction, and high customer’s satisfaction ultimately influences consumer’s buying behaviour.

The customer services, customer satisfaction, timely delivery of the products, after sales services, providing maximum benefit to the consumers, social and cultural factors that shapes buying behaviour, etc. all are the concepts that covers under the notion of CRM. Thus, this chapter would allow the readers to evaluate the impact of CRM on consumer buying behaviour through empirical evidences.
2.2. Definitional Clarity

Although, there is enough evidences in literature about the wide range and extent of the CRM as a modern tool to boost the perception of the consumers in favour of the company and its roles in the B2B and B2C e-commerce but the researcher have not defined a particular definition for both of these notions. As a marketing instrument, understanding of definitions of these concepts is necessary to identify the accurate result about the interrelationship between CRM and consumes buying behaviour (Reynolds, 2002).

2.2.1. Customer Relationship Management

Consumer relationship management is a process which is used by the management of the company to solve the problems of the customers and effectively handle all the issues related with the consumers (Ho et al, 2006).

Figure 1: Customer Relationship Management (Source: University of Texas Austin: Customer Relationship Management: Overview 2008)

Ten years ago, when the business organisation felt that globalization has changed the perception of the consumers, and it has become difficult to understand their changing needs and
requirements, the notion of CRM application was come into existence. As per the given figure 1, CRM process comprises customer focus, marketing, sales and services. In the early 80’s and 90’s it was very difficult to maintain a CRM process because of expensiveness and lack of adequate technologies (Rook and Fisher, 1995).

History of CRM:

<table>
<thead>
<tr>
<th>Age</th>
<th>Year</th>
<th>Lesson Learned</th>
<th>Milestones</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introduction</td>
<td>1980s to early 1990</td>
<td>Very expensive to maintain</td>
<td>Focusing on automating and standardized the internal process to make the customers an asset</td>
</tr>
<tr>
<td>Growing</td>
<td>Mid 1990 to end 1990</td>
<td>Some vendors are slow to respond to the internet</td>
<td>Due to the emergence of the Web, client/server architecture behind CRM applications would disappear</td>
</tr>
<tr>
<td>Current</td>
<td>2000 to 2010</td>
<td>Utilization of Internet</td>
<td>E-CRM target global consumers</td>
</tr>
<tr>
<td>Future</td>
<td>After 2010</td>
<td>High utilization of Internet</td>
<td>Modern CRM process which comprises tolls and technologies to understand the needs and demands of the consumers to provide them high satisfaction</td>
</tr>
</tbody>
</table>

According to this table 2, as per the development of CRM, different researchers have provided different definitions. In the words of Winer (2001) CRM is the method which involves different strategies, polices and processes which are administered by the company and assist it to
unite the interaction with the key customers and also offers a system for the purpose of tracking
the data related with the customers. As per a report CRM and consultancy service was expected
to grow to $US 47 billion by 2006 which it had already achieved (Gartner, 2003).

On the other hand, Payne and Frown (2005) asserted that CRM is not just a technology, but it is a customer oriented approach which is used by the organisation to effectively deal with the customers. Wikström and Isomäki (2008) has offered a broad clarity about CRM that it is the key product used by most of the companies in order to solve the issues related with their different departments and understand the consumer’s need and requirement. The CRM software has various complications which require a specific tool for the effective administration of this concept in order to solve the issues of the departments in context of customer’s relationships (Jacoby and Johar, 1998).

2.2.2. Customer’s Buying Behaviour

The concept of consumer behaviour has also defined by various researchers as per the needs of the environment. Human psyche is a very complex process because it involves not only the economic factors but also the emotional and social factors (Clark and Goldsmith, 2006). Thus, it is really very difficult to provide an adequate definition of consumer behaviour. It has been observed by the various researchers that the success or failure of the product or service is directly related to the human psyche and their preference (Kauffman, 1996).

Hence, an understanding of the human psychology helps marketers to come up with the innovative product mixes (Peter and Donnelly, 2002). Consumers are the base of the business process of the business organisations. All the consumers are not similar with each other according to their buying behaviour (Zhang and Neelankavil, 1997).
In the words of Foxall (1998) Consumer buying behaviour is the study of intrinsic qualities of consumers, such as, motivators, perceptions, and personality and learning patterns. According to various theorists, it is the branch of knowledge, which studies behaviour of an individual and its mental state (Hausman, 2000). According to this figure, there are many determinants that affect the buying behaviour of consumers.

According to Sheth and Parvatiyar (1995), evaluation of various factors related to the consumer behaviour allows the business firms to strengthen the relationship between business and consumers. There are many factors which influence the behaviour of a human beings and the buying process, which essentially begins from early childhood, remains through the teen years and adult life also (Lal et al, 1996). The evaluation of buying behaviour comprises many factors to understand the psychology of consumers. These factors belong to culture, values, family, society, feelings, thinking, attitude, personality, etc. These factors vary consumer to consumer and shape their buying behaviour.
2.3. The CRM Process as a Tool to Retain Customers

According to Landrigan (2005) implementation of CRM process as an important marketing tool that can result to market expansion and attract consumers to buy the product of the company. CRM is the implementation process for relationship marketing. Main aim of the CRM process is to retain customers for long term along with the attraction of new customers (Biayalogorsky et al, 2001). This process of CRM provides an excellence opportunity to the retailers to expand their customer’s database. Xu and Walton (2005) explain that CRM focuses on service adaptability, which means the required and desires product and services to the customers.

Figure 3: Consumer Buying Behaviour: Services Loyalty and Brand Equity (Source: Miller, 2009)

Consumer buying behaviour is also linked with the service quality and brand loyalty. Figure 3 explains different aspect that affect buying behaviour of consumer. These determinants are customer loyalty, service loyalty and brand equity. All these are interrelated with each other.
All these features can be achieved through CRM process. In the present environment, successful companies give attention to retention of their existing customers rather than attracting new customers (Sarlak and Fard, 2009). In order to understand buying habits and offer service quality to the consumer, customer loyalty can be developed through effective CRM, which ultimately affects the buying behaviour of consumer.

According to the study conducted by Zineldin (2006) the several retailers that have strengthened their market on conventional CRM process are moving towards the modern and online CRM system, to show their loyalty towards customers and retain them for long time. Retaining old and loyal customers is more profitable for the business organisations, because the employees know their needs and perception towards company (Steenhaut and Kenhove, 2005).

As stated by Xu and Walton (2005), CRM is used by companies to improve customer satisfaction, retain existing customers and enhance customer’s life time value. One of the most interesting features of CRM application is to assess the full information about the consumers and understand their behaviour and need as per the changing environment (Roberts et al, 2003). In this highly unpredictable and fast pace of business environment, companies know that gaining a new customer is more costly as compare to retain an exist customer. Companies use CRM to develop relation with loyal customers to repeat sales transaction and for customer retention (Kauffman, 1996).

Espejel et al (2007) discussed that extent power of the CRM process in retaining old customers and acquiring new consumers to earn an outstanding profit and differentiate the company’s product and services form the competitors. It also allows the companies to develop a competitive advantage over its competitors.
The approach of customer retention enables the organisations effective programs for receiving and reacting for complaints, take active solution of problems and analysis of customer satisfaction data. This helps to develop long term strategic relationship with customers to meet their changing needs (Zineldin, 2006).

With the help of CRM application the retail firms can consider about the life time value to satisfy the customers rather than profits. The CRM process allows the firms to influence the cultural and socials perception of the consumers and also save times and cost of the customers (Larman, 2006). Companies have an idea about the strength of long term customers. The marketing managers know that retaining a consumer for long time is the mantra of key success (Rooney, 2008).

The application of CRM is also a way to reduce the operating cost of the firm. This application reduces the expenses of the company to prevent customers from brand switching (Mittal et al, 2005). In order to reduce this spend, companies calculates difference between cost of attracting new customers and cost of retention. Life time value of customer gives profits from purchases, referrals and keeping off negative word-of-mouth (Ewing, 2000).

Additionally, the application of CRM is also beneficial for the internal environment of the business firm. Mitussis (2006) arguments for another standpoint that improvement internal environment of the organisation, which ultimately plays a role of media tool to increase goodwill and brand reputation of the firm in the eyes of the customers. CRM process helps to bring together of employees, suppliers, customers and partners (Brink, 2006). Effective CRM process motivates the employees to work with zeal and enthusiasm and develop positive relations among all the stakeholders. It is important to retain customers and increase customer loyalty (Brinkmann, 2004).
In order to retain the customers for long time, the company should have their complete database. The application of CRM process enables the organisations to develop their information database (Knox, 2003). In the past, the application of CRM was used as a small corner to handle one-to-one customer. This application was not used to attract the customers but to identify the informational about customers through manual process. In 1980 or 1990, CRM focused on one customer at a time, but for millions of customers CRM follows customer interaction concept, which was a time and cost consuming process (Hair, 2006).

According to Hair (2006), the relationship of the consumers with the organisation is directly based on the perception of the consumers about the company. According to the above
process of CRM, this perception of the consumers lead them towards end result, which can be come through direct or indirect interaction with the enterprise. This interaction can be internal such as face-to-face, telephone, e-mail, Websites or external through advertising campaigns, direct mail, surveys (Roberts, 2003).

According to Adebanjo (2001) CRM has become an essential tool of the company through which management can interact in a positive way and make strong relationship with the customers. This interaction should be stored because it is useful for the effective functioning of CRM program (Schiffman, 2008).

The interaction becomes major data collection method for CRM. This program has critical components to store and use of the interaction information. This information also can be explained as Customer knowledge (Hair, 2006). All big companies collect and maintain knowledge about their customers’ needs and buying patterns to attract and retain them. Presently, the enterprise interacts with the customer to acquire and capture their information with the help of CRM (Cullen and Kingston, 2009). According to Ingram, Skinner and Taylor (2005) information technology and tools are used to store and integrate the information and knowledge about the customers at the global level in an ethical way. This information is used to build strong relationship with profitable customers for maximum customer retention and growth.

According to the study conducted by Landrigan (2005) many tools are available to retain loyal customers. Companies should concentrate on the quality of goods and series, understand customer’s views and queries patiently, and collect feedback to them about the positive and negative points of the firm. It is stated by Niraj et al (2001), CRM process strengthen the supply chain ability of the firm, which ultimately increases customer satisfaction and loyalty of customer’s increases towards the firm.
2.3.1. The factors that Influence Customer Buying Behaviour

There are sufficient evidences and empirical resources that explain about the various determinants and driving forces that influence the buying behaviour of consumers and attract and retain customers. Many factors are available in the environment that influence the behaviour of consumers. Internal factors comprise consumer’s lifestyle, personality, perception, attitude, knowledge, affordability, etc. These factors integrate culture, values and norms, family and friend circle, social status, family, references groups, etc. (Sjöberg and Elisabeth, 2005).

Environment is the external conditions, which affect the consumer behaviour. Environment consists of both physical and social factors. Physical factors, also known as macro factors, include demographic, economic, changes in technology, political elements and globalization (Mourali et al, 2005).

Economic Factors:

Economy of a country impacts the buying behaviour of consumer in a great manner. High economy means high income level, which ultimately influences the consumer to purchase expensive and luxury items (Clark and Goldsmith, 2006). Due to the continuous changes in the technology, the world has become a global village, which provides a large variety of products and services to the consumers. Often the environments are not in the hands of the manufacturers, so they have to modify the marketing strategy in order to influence macro factors, which in turn, will affect the consumer behaviour (Kotler, 2002). Thus, this factor and environment has a great impact on customer’s choice and is largely responsible in shaping the customer’s liking and preference for the product.

Social and Culture Factors:
A marketer should be able to produce a product that will capture the need and demands of the consumers. Following social and cultural factors affect the buying behaviour of consumers. In a society, the interaction of persons with the family, groups, and social classes is highly responsible for the influence on their buyer behaviour (Tanja and Piri-Rajh, 2003). The term attitude, values and buying process are generally influenced by social class. Social class can be defined as a group of people in which all members have the similar social status, which is generally overlooked by the people. The classification of target market falls into four groups, i.e. upper class, upper middle class, middle class and lower class (Mourali, et al, 2005).

There are different reference groups for different type of matters. All the buying decisions are made by these groups on the basis of buyer acceptance. The importance of reference groups is highly depended upon the type of product and the ability of buyer (Clark and Goldsmith, 2006).

Components of culture are patterns of living, norms of behaviour, life style, communication tool, eating habit, political, economical, technological outlook and values (Zhang and Neelankavil, 1997). In the words of Hanse (2005), it is very necessary to interpret the customer’s tastes, preferences and habits so as to manufacture the products according to their demands and desires as per their culture. Language and values play a very important role in marketing a product (Kaynak and Kara, 2001).

Customer behaviour is affected by several components like grades, education, age, psychological attributes, etc., so these factors should always be considered while manufacturing products. Brand name and product quality has also its own importance in the society (Sirgy, 1985). For example, players in the UK retail industry has identify that the according to the social
and cultural development, people have become more concern about the brand name and quality of the products. Brand name ultimately raises the living standard of the people in the society.

**Different Geographic Region:**

Different geographic region has different culture and value that leads the behaviour of consumers in a different manner. Diversity in the main concept in the different geographical areas and it is popular in every cultural and geographical area. In these geographical areas, the marketers always look various aspects such as consumer’s personal values, language, social behaviour, income level, etc. that are directly related to the external environment of geographic area (Clark and Goldsmith, 2006).

It is necessary for the company to understand the diversity language and culture of a particular geographic region before expand their business. In the globalization of world, culture is also moving to change and personal values are also changing according to the geographic areas (Dubois, 1993). The behaviour of the consumer highly depends on the elements of culture and diversity.

**2.3.2. The Drivers and Determinants of Success to Attract and Retain Customers**

In today’s environment, according to the consumer’s buying behaviour, companies are competing not only to attract new customers but also for loyalty and retention. Helgesen (2007) describe that companies are developing strategies to maintain and grow average revenue per user through customer retention, process improvement and product innovation. Companies are looking to derive value from the customer management, value chain and cost reduction strategies, which can provide highest level of customer service (Miocevic, 2008).

The main aim of retention strategy is to keep existing customers of organisation, increase brand loyalty and spread positive word of mouth for referral based sales. Retention drivers are
policies and promotion activities that increase the time duration of customers. These drivers and factors are as follow:

Effective Communication System:

   Effective communication system and innovative information tools with the customers, is a successful business model to retain them (Meyer-Waarden, 2008). In order to establish and maintain a long term relationship with customers, companies develop two-way communication model, and presently, it has become multisided communication model. It is helpful to exchange of thoughts, feelings and reaction of customers with the companies (Egan, 2000).

   Companies provide products and services according to their customer need and ability. These information tools and communication process enables the stakeholders to share their thoughts, feelings, and open-ended questions about his/her family background, habits, cultural values, employment, goals and tastes (Romano and Fjermestad, 2003). From this database of information about customers, organisations create a long term relationships and make profits from their retain customers (Ahmed and Buttle, 2002).

Quality Products and Services:

   Product or services offered by the companies are the key element of the business. These products and services also show the concern of the companies towards the society. Highest quality and minimum cost of products and services are preferred by the customers. For instance, in Japan, the youths pay a higher amount for Levi’s jeans because such jeans give them higher satisfaction because of good quality, and reasonable prices (Kaynak and Kara, 2001).

   According to Adebajo (2001) in less developed countries, in Retail and grocery industry, people want all the products and services under one roof. Thus, in both developed and
newly industrialized countries, by offering high quality products the firms can retain consumers for long time. High quality product attracts new customers and builds brand loyalty.

**Customer Loyalty Program:**

Customer loyalty programmes are also one of the main strategies to retain and attract customers for long time. These kinds of programs are held by almost all the MNCs or small firms to maintain long term relationships with the consumers. These customer loyalty programs also provide an opportunity to companies to create competitive advantage. Helgesen (2007) asserted the main of these kinds of programs and strategies is to provide incentive for relevant customers to attract them for participating in buying process of company’s products and services.

These programs include credit card payment, giving loyalty points, membership cards etc. Customer loyalty programs increase the overall value of the product and motivate loyal customers to upgrade their purchase (Miranda, 2008). These programs allow the companies to build stronger relationship, create enclose trade, increase revenue, etc. But, if these programmes are launched without insight, they can affect negatively such as decrease profits, irritate customers and drive marketers.

**Effective and Lower Cost:**

Along with product quality, cost is one of the main features to attract and retain the consumers for long term. According to the marketing concepts given by Kotler and Keller (2009) firm should always concentrate on the pricing strategies to maintain a balance between the competitor’s prices and profitability. An effective pricing strategy allows the firm to keep similar prices or lesser price as compare to other companies.
Companies provide offers, coupons and discount schemes to increase sales and influence the buyers to purchase company’s product (Ranjan and Agarwal, 2009). These strategies attract new customers and after this company can retain them through customer loyalty programs.

**Talented and Motivated Employees:**

In order to get success and increase sales, companies also need highly motivated and talented employees. Employee’s communication skills, right and positive attitude, strong willpower, good manner, strong communication skills are essential to attract customers.

According to Miocevic (2008) these employees supply quality services to the customers and produces higher rates of sales. Motivated employees can deal more efficiently with customers and customers are affected by those persons who give a positive and polite response to the consumers.

**Reference Groups:**

One of the main driving forces to success to attract and retain customers is reference group. Frow and Payne (2009) described in their research that consumer buying behaviour affects by some reference group also such as friends, family members and peers. They create publicity of the company by spreading their words and people influenced by their words also. This driver of success enables the companies to increase number of customers. Many companies provide a local environment to their customers. This affects their social and cultural values and customers are attracted.

It is really a difficult task for the companies to attract and retain customers for long time, but these above explained driving forces and strategies enables the companies to retain consumers as per their changing buying behaviour. Firms operations may be affected by a
shortage of qualified drivers and its ability to service customers and revenue could be adversely affected.

2.4. CRM Process Used by Sainsbury

In 1998, the Club 0-5 is launched by Sainsbury in order to give response to Tesco’s Baby club. The main motive of lunching this club was to retain existing high value customers and also to increase their loyalty (Jenkinson and Sain, 2003). However, it is difficult for customers to join this club and receive the benefits that are provided by Club thus, Sainsbury had modified its club system, so that the consumers can join its club in an easy way. In this the company offer a reward card program and little ones to its customers. These programs were provided an easy access to customers to join the club. These programs are currently known as Nectar card system (Jenkinson & Sain, 2003).

**Figure 5: Example of CRM Tools used by Sainsbury (Source: Sainsbury's ‘Christmas Ideas Room’, n.d.)**
In case of Sainsbury, as stated by Knox et al (2003), company’s main aim is to be the consumer’s first choice of food. Company wants to deliver quality product with fair prices to retain them for long time. In this concern, company is searching the innovative tools and application to increase profit through a strong growth in sales, reduction in cost and improvement in margins.

The current CRM application used by Sainsbury allows the firm to promote the products, generate vouchers at its cash registers and analyze information of customers’ nectar card (Finch, 2007). According to “Sainsbury's cash registers to use CRM solutions to produce vouchers” (2010), Sainsbury’s has replaced their existing oracle data warehouse with a Teradata system. It has also analysed patterns and traits of the customers purchase when they don’t have their nectar card to retain them.

In order to develop better relationship with customers, Sainsbury introduced a Nectar card system. Nectar card system helps Sainsbury to know about the shopping habits of different customers such as premium class and middle class (Jenkinson & Sain, 2003). It helps Sainsbury in providing only those products and services to its customers, which are important for them. In order to make better customer relationship and to increase the value of customer’s shopping baskets Sainsbury has started a campaign in which it analyze the products which are frequently purchased by most customers.

For this, Sainsbury provides a coupon to its customers for the purchase of that product, which is purchased by him frequently. Additionally, company also provide extra coupons to customers for their regular purchase (). In order to make an effective CRM system, the marketing team of Sainsbury assess the data base of its cardholders by which team identifies potential customers for their products. The coupons and card system of the company also attract
consumers to purchase company’s product regularly. This database is related with qualitative information and regularly updated by campaign analysis teams.

In order to make an effective little one program, Sainsbury send direct mail to its customers by targeting their rage and situation of customer’s child. Mails are formed in several ways such as little ones collection information packs, welcome packs, calendars and magazines (Jenkinson & Sain, 2003). Sainsbury sells high quality private-label brands to its customers that directly compete with established brands of manufactures. This also helps in establishing effective customer relationship management. Signing of Nectar and dropping of in-house loyalty scheme by Sainsbury is also a part of its CRM activities.

Management at Sainsbury thinks that collection of Nectar’s point is beneficial for the customers in comparison to in-house loyalty schemes. It is because it helps customers to attain several points at different level with different organizations (Jenkinson & Sain, 2003). Sainsbury also uses Teradata warehouse in order to establish database which helps to maintain customer relationship management. Use of Teradata provides communication facility to Sainsbury, which is more targeted and personalized. It further helps to improve decision making process at Sainsbury (Sainsbury's Selects Teradata Warehouse and CRM Solution, n.d).

Teradata warehouse helps Sainsbury to improve its direct marketing techniques, which ultimately affect consumer’s buying behaviour. In Teradata warehouse, Sainsbury has increased number of team members from 5 members to 16 members. All these members analyze the data of customer that is related with knowledge and awareness how customers make purchase. This data helps in tiding of some specific customers with Sainsbury’s Nectar Loyalty Program (Sainsbury's Selects Teradata Warehouse and CRM Solution, n.d).
Teradata warehouse helps Sainsbury in creating valuable information about buying habits. NCR Corporation provides the Teradata facility and according to NCR, this is one of the leading facilities that provide relationship technology solutions. Teradata warehouse enables Sainsbury to ensure privacy of CRM applications (Sainsbury's Selects Teradata Warehouse and CRM Solution, n.d).

In order to develop better CRM, Sainsbury establish a new system (Trail) that allows the management and employees to print out targeted marketing communication with customers. Printed communication includes money-off coupons, advertising messages and promotional offers. This communication is provided to customers on the basis of their current or past purchasing behaviour. This program helps Sainsbury in creating effective CRM program (Sainsbury’s to trial new in-store CRM scheme, 2007).

There are four different approaches by which retailers retain their best customers such as frequent shoppers program, special customer service, community and personalization. The CRM process of Sainsbury is mainly aimed to develop competitive advantage by attracting new and retaining old customers. Sainsbury’s Nectar card program is also a part of its frequent shopper programs (Levy & Weitz, 2007). In frequent shopper programs, Sainsbury build a customer database by identifying customers through their transactions and influences customers to repeat their buying behaviour. To make this program effective, Sainsbury encourage customers that they enrol in this program and use the card. This helps in retaining the best customers for a long period (Levy & Weitz, 2007).

According to Adebanjo (2001), food retail sector has taken many fundamental changes. Thus, in order to become successful in the retail sector and maintain the level of profitability, implementation of CRM application and modify the current tradition CRM process into modern
CRM application is necessary for Sainsbury. With the help of latest IT tools, not only the big retail firm like Sainsbury can develop its CRM process but also any local stores can use the application of CRM to retain their regular customers.

2.5. Link between Customer Relationship Management and Customer buying Behaviour

As it has been very clear that customer relationship process is a process of developing long-term relationship with customers by knowing more about customers need and about their behaviour pattern (Reynolds, 2002), it has a direct relationship with the buying behaviour of consumers. In the words of Ahuja, et al (2003) with the help of CRM, businesses know about their customers by using different technology and human resources.

In the process of relationship marketing, the buying behaviour and purchasing patterns used by consumers are directly proportional to each other. Bose (2002), explained in its research, about the link between CRM and customer buying behaviour that a company that collects lots of data regarding the buying patterns of customers can make an effective CRM strategy easily in comparison of those companies that have less data about consumer’s buying pattern. He also stated in its research that financial companies and telecommunication companies can make effective CRM strategies as they have lots of data regarding their customers buying patterns (Bose, 2002). In the same manner, retail companies should also collect sufficient data and information about customers to retain them for long term.

Based on the above literature review, a conceptual relationship of link between CRM and consumer buying behaviour can be explained in the following manner.

The main objective behind implementation of CRM process is to develop a long term relationship with the consumers and understand those factors that influence the buying behaviour of consumers in a particular region (Sarlak and Fard, 2009). It is because as customer buying
behaviour is a process through which customers make decision regarding with selection, purchase and use of goods and services (Dibb and Simkin, 2001). So, by analyzing this process of customer buying behaviour, CRM manager can plan, organize and control the customers of their product. Thus, both CRM and customer buying behaviour are linked with each other and also affect the operation of each other (McMahon, 2008).

With the help of customers buying behaviour, an organization can also measure the success of its CRM strategies. It has been discussed in the above table 3 that different customers should be kept into different category, so that the companies can review their CRM process and develop a high potential to maintain customers for long term. It is because if the implementation of CRM strategy helps in increasing the buying of their customers then it is considered that CRM system is effective (Roberts et al, 2003). On the other hand, if the implementation of CRM strategy does not increase the buying of their customers then it is considered that CRM system is not effective. It motivates an organization to make an effective CRM system (Du et al, 2008).

For instance, a result-oriented CRM will help an organization to change the buying behaviour of its customers and also to receive support of customers. A relationship and profitability potential between CRM process and consumer buying behaviour can be evaluated with the help of following table:

**Table 3: Categorizing customers Through CRM process to evaluated the potential of CRM and Profitability**

<table>
<thead>
<tr>
<th>High</th>
<th>Low</th>
</tr>
</thead>
<tbody>
<tr>
<td>High</td>
<td>➢ No choice but handle the customer carefully</td>
</tr>
<tr>
<td></td>
<td>➢ Will Consume Energy</td>
</tr>
<tr>
<td>Low</td>
<td>➢ Cultivate Relationship</td>
</tr>
<tr>
<td></td>
<td>➢ Spend Energy</td>
</tr>
<tr>
<td></td>
<td>➢ Go Out of Your Way</td>
</tr>
</tbody>
</table>
Relationship and Profitability Potential to categorize Customers as per their buying behaviour

<table>
<thead>
<tr>
<th>Low</th>
<th>High</th>
</tr>
</thead>
<tbody>
<tr>
<td>Thinking about innovative ways to</td>
<td>Very cautious decision</td>
</tr>
<tr>
<td>retain consumer for long term</td>
<td>needed</td>
</tr>
<tr>
<td></td>
<td>Re-examine business plan and strategy to</td>
</tr>
<tr>
<td></td>
<td>regain consumers</td>
</tr>
<tr>
<td></td>
<td>Nee in depth strategic review</td>
</tr>
<tr>
<td>Focus on short term profitability</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>Spend minimum energy to meet</td>
<td></td>
</tr>
<tr>
<td>company’s objective and customer’s</td>
<td></td>
</tr>
<tr>
<td>requirements</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>Utilization of optimum resources</td>
<td></td>
</tr>
</tbody>
</table>

In the words of Frow and Payne (2009) the main activities of CRM process are creating profits, learning from customers and prospects, acquiring new customers, creating value for customers, creating and retaining loyal customers, etc. All these activities are directly linked with the idea of consumers buying behaviour. Without gaining understanding about the consumer’s buying behaviour and what is going in his mind, it would not be possible for the companies to complete all these activities and create competitive advantages (Baran et al, 2007).

Ranjan and Agarwal (2009) described that CRM is related with the management of customer experience. For the effective management of this, it is necessary for organizations that they continuously understand about their customers’ need and purchase behaviour. It is also important that they effectively manage their interaction with customers. Romano and Fjermestad (2003) analyzed the role of CRM in E-commerce also and how CRM process is advantageous for the B2B and B2C business model to understand the buying behaviour process of global
consumers. By analyzing the right consumer buying patterns, organizations can make an effective CRM strategy that helps them to invest in right customers. It also enables companies to find more customers and also to develop retention strategies (Graham, n.d.).

Companies can also earn competitive advantage by linking CRM and customer buying behaviour. It is because the better linkage between CRM and customer buying behaviour provide several benefits to the companies such as increase in profit by customer retention etc. (Frow and Payne, 2009). To describe the link between CRM and customer buying behaviour, Ranjan and Agarwal (2009) defines CRM as a process of initiation, enhancement and maintenance of customers. In this process, organizations develop long-term relationship with their customers on the basis of information that are related with customer buying pattern.

In an organization, the main purpose of CRM is to retain its customers in comparison of building new customers. This is the reason that CRM is closely related with customer buying behaviour (Mithas et al, 2005). It is because organizations create relationship marketing on the basis of information about customer such as about their needs, preferences, buying behaviour and price sensitivity. It helps in maximizing the overall value of its customer (Chen and Popovich, 2003).

Focus of CRM system is to retain their profitable customers for this; companies try to realize their customers that they are important for organization. There are so many companies such as Tesco, Sainsbury, Wal-Mart, Target, etc, that follow this approach (Buttle, 2008). Meyer-Waarden (2008) stated on the basis of buying behaviour patterns of customers organizations create value for their customer. Organizations collect information about consumer buying behaviour patterns with the use of different information technology such as data warehousing and data mining.
In current business scenario, firms manage the information of their customer buying behaviour through the use of some sources such as call centres, account management personnel and interactive response system (Wilson, 1996). This information further used by organizations to make better CRM strategies such as decide core services of customer to build better customer relationship and provide extra benefit for these services.

Customer’s buying behaviour is affected by several factors such as culture, social, personal and Psychological and CRM process allow the companies to understand the extent of all these factors on the purchasing process of customers (Palan, 2001). All these factors affect the consumer’s buying behaviour. Thus, also affect the CRM strategies. It is because CRM is closely related with customer buying behaviour and the effect on consumers buying behaviour also affects the CRM (Verhoef, 2003).

2.6. Summary

The chapter has broadly explored that various concepts and ideas of CRM and consumer buying behaviour. This chapter also investigates various factors associated with the CRM and consumers buying behaviour process such as forces that influences the buying behaviour process of consumers such as economical, social, cultural, geographical, languages, references groups, families, society, etc.

Additionally, this chapter also discusses about the various driving forces and strategies to retain and attract the consumers for long term. These driving forces are products quality, effective cost, effective communication process, uses of IT techniques, and the systems to run effective CRM process for both B2B and B2C business models.

This chapter has also provided a theoretical description about the basic concept of CRM and consumer buying behaviour. The explanation about the link between customer relationship
process and consumer buying behaviour develops knowledge about the conceptual framework of both of these notions. These determinants play a significant role to develop competitive advantage for the firm as well as for customer acquisition and customer retention.

This chapter also explain about the tools of CRM used by Sainsbury to retain old consumers and attract new one. At the same time various determinants of CRM and consumer buying behaviour and their interrelationship is also described to with some examples to understand the philosophy of consumer to buy a particular product.

This idea of customer relationship management has been brought forwards in the context of consumer buying behaviour. It also argues that in order to retain and attract consumers for long term it is really essential for the companies to implement an effective CRM process, so that the firms can understand the buying behaviour and influence them to attract towards company for a long time period.
CHAPTER 3: METHODOLOGY

3.1. Introduction

The review of literature in the chapter 2 emphasised several approaches ideas and key academic theories about the academic model of CRM and its direct link with the consumer buying behaviour. The main aim of this section is to present a framework of actions to define a relation between the research questions and research objectives. Research is a common parlance, which refers to a search for knowledge. One could also define a research as a scientific and systematic search for pertinent information on a specific topic.

Various key issue of the research study will be discusses with the help of various research paradigm and philosophies, various approaches and strategies to collect data and evaluate the responses of participants. Apart from this, this chapter will also explain the strengths and weaknesses of the research methods that are used to collect data and information.

At this stage, it is crucial to expand knowledge and understanding of the philosophy and methodology of research. A more concern research method, qualitative research method is used to evaluate the research questions and achieve the objectives of this research study. In addition, a quantitative research methodology is also used by preparing a questionnaire to complement the outcome.

3.2. Research Paradigm and Philosophy

In the words of Mouton and Marais (1992) research method can be defined as the explicit outline of various activities which enables the researcher to create a link between related questions and implementation of the research. Research paradigm can be defined as the set of some beliefs and values to influence the direction of the research. In simple words, paradigm is a process to decide how to conduct a research to resolve an issue by giving valid arguments.
This is the combination of both a research methodology and research philosophy. The process of performing research to interpret adequate outcomes can be explained as research paradigm or a hypothesis (Henning et al., 2004). In simple words, research paradigm can be explained as knowledge position.

In the area of social science and behavioural science, the notion of research paradigm can be understood through various terminologies. Different authors have used different terminologies and terms to explain research paradigm and philosophies. For example, in the words of Guba and Lincoln (1994), scientific and naturalistic are some terms to define research paradigm, on the other hand, some new terminologies are positivist, Interpretive and realism. Some qualitative and quantitative terms are also available to define research paradigm and philosophy. These terminologies are useful to select suitable research paradigm.

Various authors have also explained that particular research paradigm, research method and strategies are interlinked with the individual approach. There are mainly three research paradigms. These are as follow:

**Positivism approach:** In this approach, outcomes can be measured with the help of defined facts and observations (Healy and Perry, 2000). For example, numeric data sets and surveys, experimentations, etc. are associated with the positivist approach. This research paradigm is mainly based on the quantitative research approach. According to this paradigm, researchers own beliefs, values and thoughts will not have any influence on the research study.

**Interpretive Approach:** Interpretive approach is based on the identification of the problems in the research. This approach helps in assessing the variables related with the research solution (Burke, 2007). In the management researchers, this term is also known as social constructivism. When the researchers found that business world has become too complex and
multifaceted, this research paradigm is used by them. With the help of this terminology, it becomes easy for the researchers to evaluate the perception of reality, which is determined by people not the external factors (Easterby-Smith et al, 2006). Due to the differences in perceptions, personality, living standards, culture, values, nature, etc. understanding of individuals is different. With the help of interpretive approach, it is easy to evaluate qualitative data.

**Realism:** As the name of this research paradigm, realism is a kind of approach, which is based on critical evaluation of reality. Under this approach, social issues are highlighted in terms of identifying the social realities by historical structure (Healy and Perry, 2000). According to Cooper and Schindler (2006), in this approach the researcher response that which sense experiences and which have an existence on human mind. Two important categories of realism are direct and critical realism.

In direct realism process, researcher evaluates what sense see, hear and felt about some particular situation. On the other hand, critical approach of realism discusses about human experience and sensations to manage the real world. Direct realism is associated with the positivism approach and critical realism is with social constructivism or interpretive.

In order to conduct my research, positivist paradigm was used, because it deals in the reality and remains unbiased even with the thought of the author itself and is able to produce more reliable research work that is suitable for gaining proper facts and figures or accurate information about your research work (Tashakkori and Teddlie, 1998). There are two others approaches of research paradigm that are interpretive and critical approach. In order to gain some qualitative data, direct and critical realism process as case study strategy has also used in this research study.
3.3 Research Approach

In order to conduct the research in a well defined way by following a paradigm of appropriate philosophy, it is necessary to follow a correct research approach. Research approach allows the researcher to define and utilise research methodologies in an effective way.

**Figure 6: Deductive Vs. Inductive Approach (Source: Burney, 2008)**

As shown in the given figure 6, there are two approaches in research methodology first is deductive approach and another is inductive approach. Both are different approaches as deductive approach is related with positivism and inductive approach is related with interpretivism. According to Burney (2008), a well starting of a research study means the study has half completed. Thus, it is essential for the researchers to concentrate on the correct approach to resolve any problem. On the basis of these authors consideration, both deductive and inductive methods must be understood only as a tool that supports the final choice of the research approach.
Deductive research approach means establishment of appropriate theories or hypotheses to resolve the research problem and after establishment, tests out these theories or hypotheses with the used of empirical observation (Burney, 2008). The steps of Deductive research approach are theory, hypothesis, observation and confirmation (See figure 6).

This research approach is related with the idea from more generalist to more specific. It is linked with the positivism paradigm because this approach is used to prove whether or not the theory which originated the study is valid and aims to originate a generalised truth. This is top-down approach in which conclusion is defined through logical premises. In the deductive approach various arguments are used to give adequate reasoning for a particular fact and these arguments are based on definite laws, rules and regulations (Crowther and Lancaster, 2009).

On the other hand, some researchers focus on the use of inductive research approach to overcome with the limitations of deductive research approach. Burney (2008) has defined inductive research approach as the process in which the more specific concepts are analyzed in a general way. In inductive approach researchers do not require a pre-determined theory in order to conduct the research this is the reason that it provides more flexibility to the researchers. This research approach follows the subsequent steps: observation, pattern, tentative hypothesis and theory (figure 6). In order to give inductive arguments, it is essential to use observe collected facts and information. It also helps in developing alternative explanations of what is going on. It is based on the bottom-up approach.

According to various authors it is possible to use both deductive and inductive research approach to calculate adequate and logical results. Saunders et al (2007) has explained that use of both research approaches both researches can be combined perfectly within the same piece of research, which provide several advantages. Reasoning gained through deductive research
approach is based on objective and follows causation. On the other hand, reasoning collected through inductive research is based on subjective approach with some definite meaning.

In this research study, the main research approach used by the researcher is deductive. In order to evaluate quantitative and observational information, inductive research approach is also used at some places.

3.4. Research Strategy

In order to gather information and data about the research problem, numerous strategies are available. According to the research paradigm, this research study is influenced by a constructive paradigm, thus, a case study strategy would be used to achieve the research objectives in a qualitative nature.

3.4.1. Case Study

The case study method can be defined as the research strategies that are based on the evaluation of the current and visible facts of the real world (Cooper and Schindler, 2006). The case study research strategy can be defined as the exploratory and explanatory method of research to incorporate the valid and reliable data and information for the analysis as per the research objectives. This is the most extensive and easiest research method. With the help of case study research method, it has become easy for the research to collect contemporary data without assessing behaviour and actual situations (Muijs, 2004).

The issue and problem discussed in this paper is a researched issue. The suitable research methodology for this research topic would be single case study since the main aim of this research study is to evaluate the CRM system and its importance in Sainsbury. Therefore, the case of Sainsbury and other study material published in books articles and journals on the subject
of CRM will be used to reach at adequate outcome. I also intend to search material from EBSCO host.

3.4.2. Strengths and Weaknesses of Single Case Study Research Strategy

*Strengths*: One of the main strengths of this type of research study is the greater depth. This research strategy enables the research to explore the study background in-depth manner. This kind of research strategy is also reliable because emphasis on exploration not predictions. Evaluation of single case study would be suitable to achieve the research objective of this study because of its flexibility and authenticity (Henning et al, 2004).

*Weaknesses*: One of the biggest limitations of this kind of research strategy is generalisability of the conclusion to draw appropriate result. It is a well known fact that each person has a different outlook towards various events. The original research depicts the outlook of the person who has conducted it. He might be biased in disclosing some of the research issues or might have ignored some key facts. In that case, our research will not show the actual position of the problem. It will be just a photocopy of the original research (Tashakkori and Teddlie, 1998).

Also, a systematic presentation of data is essential for giving factual information to others and facilitating further statistical calculations and interpretations. As the original research is the base of our findings, the processes adopted by it are very important to us. Through the research processes, we will be able to make out the steps adopted by the original researcher in studying his research problem along with the logic behind them.

Thus, knowing the background of the original research and the processes adopted by him/her will facilitate us to adjust our research findings accordingly. The researcher should test the reliability and certain things about the historical data such as who had collected the data?
What were the origins of information? Was it gathered by using appropriate and effective techniques? The time when the data and information was collected? What degree of precision was sought after and was the researcher able to achieve it? In this research analysis, the researcher is bound to find out the reliability of the previous studies. He has not used all the articles and previous studies (Creswell, 2003).

3.5. Qualitative and Quantitative Design

A qualitative research method can be defined as a technique through which information is collected in different attitudes and expressions. On the other hand, Quantitative design can be explained as the process which deals the numbers and quantity to gather information about the problem (Guba and Lincoln, 1994). The qualitative research method would use to collect data to harmonize the quantitative information. This would be accomplished by the case that is based on approach of single case study (Saunders et al, 2007).

3.6. Data Collection Methods

Data collection method can be defined as a process through which both primary and secondary data is collected. Some important data collection methods are observational, interviews, questionnaires, experiments, etc.

In this research study, as per the objectives and aim of the research, mainly two methods are selected by the researcher. First data collection method is observational collection method. This research method is executed through academic journal articles, annual reports of the company, case studies related to CRM and consumer buying behaviour, specific information about Sainsbury, published news and web articles, etc. to collect secondary data and information.

The second research method is used to collect primary data. In this concern, the method of semi structure interview was conducted at different stores of Sainsbury from 15th September
2010 to 25\textsuperscript{th} September 2010. For this interview process, 10 stores manager of Sainsbury were targeted at different locations.

Additionally, questionnaire was also used to gather data in an easy manner. Questionnaire is an effective process to approach the participants and provide them an easy and non-discriminative way to give proper and adequate response of question. Questionnaire in semi-structured interview method has used by the researcher to collect primary data. Both the process are associated with the use self administrated questionnaire process to collect data from participants during interview process. Two types of interview questionnaire are prepared by research. In first one, the research used questions for face to face interview and in another the questionnaire were distributed to other store members to evaluate their responses. Appendices A and B shows both interview and questionnaire.

In order to select sample size and for this research study, a non-probabilistic system of purposive sampling is used in this research study. This method was proposed by Gill and Johnson in 1991. According to this method of sample selection, a particular representative is selected for entire population. This is one of the valuable methods of the sample selection and the aim of this method is to generalise the result of this research study for universe population by using diverse models (Morgan and Smircich, 1980). According to this method, 50 customers of the company have been selected from different locations to represent a large number of customers of the company. This questionnaire research method was used from 25\textsuperscript{th} September 2010 to 5\textsuperscript{th} October 2010 (Appendix B).

\textbf{3.6.1. Triangulation}

Triangulation can be defined as the process of using two or more method to collect data in order to studying some aspects of human behaviour. It is also known as mufti-method
approach. In order to ensure validity, credibility and reliability in the research study, the researcher has used multi-method approach and research design. Selection a triangulation approach is beneficial for researchers it is because it improves the quality of the research and allows the researcher to collect information by using different perspectives.

Cooper and Schindler (2006) suggested that with the help multiple research method approach, the researcher can gain a better understanding to resolve the research problem and issue. There are mainly four types of triangulation, which are given by Flick (2009). These are as follows:

- **Investigator Triangulation**: It is known as the involvement of more than one researcher to accomplish the research study.
- **Methodological Triangulation**: It can be defined as a mix of data collection methods that is utilized to gather information.
- **Theory Triangulation**: Theory Triangulation is created with the help of different theories, perspectives and points of view.
- **Data Triangulation**: It is also known by other name as source triangulation, As the name suggest in this approach data is collected by using different sources.

Triangulation make possible for the researcher to conclude validate information by investigating different sources (Saunders et al., 2007). In order to complete this research study, the researcher has used triangulation for several reasons such as better overview of the issue, better interpretation and understanding of the findings.

For this study both data and methodological triangulations has utilized. It is because data was collected by using different sources such as books, journal articles, magazines and newspapers articles, personal experiences, and from other people's opinions and also data was
collected through different methods such as interviews and questionnaires. In addition, researcher has also used different approaches to select participants as some were interviewed due to their experience related with my research topic; while others were chosen due to the limitation of time and for convenience (Cooper and Schindler, 2007).

3.7. Semi Structured Interviews

In order to collect data and information an interview process would be used in a semi structured format and interrogations. This is a qualitative method to collect data about the CRM process of Sainsbury and its impact on consumer buying behaviour. This interview process would enable to gain knowledge about the perceptions of the participants over the importance of CRM and its impact on consumer buying behaviour (Cooper and Schindler, 2006).

Semi structured interviews are entirely different from unstructured interview process. In order to design this process, a game plan method is used by the researcher. For this interview section, the researcher has prepared an open-ended questionnaire. The main advantage of this method is to collect data by utilizing a simple and efficient process. The information collected through this methodology is the collection of authentic and valid information, whereas this is an expensive and time consuming method, which is the draw back with this method (Harrison, 2002).

In the game plan process, the researcher would classify different parameters with different facts to collect data and information and feasible coding system (Easterby-Smith et al, 2006). This interview process is conducted through telephone with the 50 chief employees and stores managers of Sainsbury. Each interviews lasted an average of 30 minutes with the store managers of Sainsbury. This time includes the time of interview only and excluded the time of
issues and problem introduction. In order to collect accurate information the telephone
conversation is recorded. The recording is helpful to analyze the exact data without any biasness.

The interviewers have explained the whole process in an easy manner to make
comfortable the participants so that they can show their interest in the questionnaire and provide
true and reliable information. The questionnaire for this research study is mainly based upon the
customer’s relationship management, consumer buying behaviour and role of CRM in Sainsbury
(See Appendix A).

3.8. Assessment Framework

This study uses CRM process and determinates that affect consumer’s buying behaviour
that was used in chapter 2 to investigate the impact of consumer buying behaviour process. The
first step of CRM process is the identification of an effective CRM system in the company to
understand the requirements of current customer and interact with them. The second framework
that is evaluated is the driving determinants of the consumer buying behaviour process (Cooper
and Schindler, 2006). These determinants are economic factors, social and culture factors,
technological factors, family and reference group, effective communication system, quality
products and services, customer loyalty program, etc. (Harrison, 2002). The third evaluation
framework of this paper is evaluation of the link between customer relationship management and
customer buying behaviour.

Evaluation of effective communication strategy is also essential to facilitates interaction
between community and organization (Saunders et al, 2007). All the stakeholders also play an
important role to implement a successful CRM program in the company. The fourth framework
of this research study is the customer services and program provided by the company to the
customers (Creswell, 2003). In CRM process the main step is to understand the need and importance of CRM as per stakeholder’s point of view. CRM process allow the company’s to

Customer service involves a well defined set of activities planned for increasing the customer satisfaction. It assists an organization in searching out new customers for their products and keeping the existing customers. For the survival in the competitive business environment, an organization requires to focus on providing superior customer service to the customers. It refers to the customer service that satisfies the customer’s requirements in advance (Saunders et al, 2007).

An effective customer service comprises of the best combination of form of product, place of the product, availability time and possession of the product. Customers require quality products possessing quality services and accompanying with quality customer services. Better customer service increases the productivity of the organization as well as saves the time and money of the customers by providing the products right at the first time. Customer service is an art and it is required to make it effective (Zemke and Woods, 1999).

According to Swift (2004) adopting the approach of CRM that comprises the additional customer service program may lead more customers towards the company’s store and help the company to retain them for long term. Finally, the last framework of the research study will help the researcher to evaluate the research questions and objectives (Creswell, 2003). In this framework, the researcher would evaluate different model of business theories of consumer behaviour to understand their impact on each other. According to these concepts and ideas, the researcher has evaluated how CRM impacts the consumer buying behaviour. In addition, all these frameworks also allow the researcher to understand link and relationship of CRM and consumer buying behaviour.
3.9. Another Research Approach and Its Evaluation

In the process of evaluation, the researcher investigates and judges the efficiency of the programs and strategies to achieve the objectives of the research. These strategies and programs are developed to solve the research problem (Saunders et al, 2007). Cooper and Schindler (2006) have asserted that approach of evaluation research is a process to investigate the effectiveness of strategies. All these strategies work properly or not and how these programs can be improved to manage research question. The evaluation research approach allows the researchers to identify that what are the consequences of research strategies.

According to Saunders et al (2007) the approach of summative evaluation concentrates on the impact of research program and strategies to resolve the research question and objectives. Additionally, it also allows the researcher to identify that what extent he is able to accomplish the objectives. It also helps to examine the efficacy of research programs and data collection method to accomplish research study. On the other hand, this study may also consider as formative evaluation research because of its qualitative approach. It is more appropriate to generate qualitative outcome for the research problem and hypothesis.

3.10. Summary

This chapter has presented and justified different research methods and strategies to accomplish the research in an effective way. Additionally, the chapter also explains about the initial introduction of research methods and strategies used by the researcher to evaluate the CRM process of Sainsbury. This chapter has presented the rationale of executing case study approach and semi structured interview process.

The single case study approach is used to resolve the research problem and achieve the research objectives. Additionally, this chapter also explain about the summative evaluation
approach and different frameworks about the research problem. This chapter also present limitation and strengths of the different research strategies. Understanding of these weaknesses and strengths is also essential to determine the valid results.
CHAPTER 4: ANALYSIS AND FINDINGS

4.1. Introduction

The main findings of this research, data collection, analysis and presentation are discussed in this chapter. The main aim of this chapter is to deliver an idea about the theoretical framework of research methods and data collection that was explained in the last chapter. The last chapter included research strategy and data collection method to solve the research question that is how CRM impact consumer buying behaviour.

In order to achieve the research aim and fulfil the objectives, a thematic framework has been adopted in this study. In consider of this, we analyze each objective according to their outcomes and also provide a justification for this framework.

4.2. Thematic Framework Analysis

With the help of thematic framework analysis it has become easy for the researcher to analyze the collected data and information. Thematic framework can be defined as an approach that deals with the conceptual data involvement. In order to develop a form of qualitative structure, it uses codes for data and information by using filed notes, policy documents, interview records and video footage. Additionally, this process also comprises reading of the data to give appropriate results (Easterby-Smith et al, 2006).

The reading and re-reading process allows the researcher to acquaint usual frequencies to get actual solution of the research problem. The written records and fair knowledge allow research to become familiar with the data and convert his idea into actual situation. This idea provides a general picture of the research subject. According to the Rice and Ezzy (1999) thematic analysis is a process to identify the data and information in which recurring patterns are used as the major themes for the analysis. Generally, this method is not recognized in a frequent
way to analyze the data and information in the research but still this method is commonly used for the qualitative analysis (Braun and Clarke, 2006).

4.3. Execution of a Thematic Analysis in this Study

In order to use thematic analysis in successful manner, it is essential to follow some steps, which are given in the below table:

Table 4: Use of Thematic Analysis Framework in a Successful and Effective Way

<table>
<thead>
<tr>
<th>No.</th>
<th>Phase</th>
<th>Description of Process</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Be familiar with the Data and Information</td>
<td>Make notes, use reading and reading process, watch recording and video clipping to understand the situations, read articles, books, transcribing information and data, write down ideas, etc.</td>
</tr>
<tr>
<td>2.</td>
<td>Developing initial Codes and Icons</td>
<td>Provide a code to the different of important feature or idea to manage a wide data in a systematic way.</td>
</tr>
<tr>
<td>3.</td>
<td>Identification of Appropriate Theme</td>
<td>Collect all the codes and identify potential them for all the ideas that are relevant to the research problem.</td>
</tr>
<tr>
<td>4.</td>
<td>Theme Evaluation</td>
<td>Assess the themes as per the codes and icons at initial level and generate a map of analysis at second level.</td>
</tr>
<tr>
<td>5.</td>
<td>Provide Names to Themes</td>
<td>In this step, the researcher would refine each theme as per the code and give different names to differentiate each theme.</td>
</tr>
</tbody>
</table>
| 6.  | Generating the report                      | This is the final step of the thematic analysis. In this researcher should prepare final report as per the evaluation of the data with the help of relevant examples and justify his
The process of thematic analysis is very much useful for the researcher to compose sub-themes and evaluate ample data and information. With the help of this analysis, it has become easy for the researcher to identify the different ideas (Greenberg, 2004). Due to the reappearance of all these theme and patterns, it is also easy for the researcher to obtain effective feedback and give proper response. The research preformed this thematic analysis during the semi structured interview process.

4.4. Theme Consideration

In thematic analysis, a theme includes the important components of collected data and describes some different level of idea that is related to the research subject. Braun (2006) also pointed the reappearance of the themes within the data set, which is essential to get optimum outcomes. As a primary analytical method, there is a question that which part should be considered for a segment of a theme. In this concern, another analytical method is not associated with the question that at what level, the pattern fixes the fraction in the data set. The better understanding can be gained with the help of an example. In order to consider a theme, 50 percent should be present in the data set, if there is less than 50 percent present, it would not be called as a theme.

For the attention, this is an invalid technique for fixing the pattern. A researcher can establish several numbers of themes because of the flexible nature of the thematic analysis. According to the Braun (2006), the most important factor of the thematic analysis is that the researcher must identify the themes on the regular basis. This provides the better understanding about the themes and researcher can identify the appropriate theme for the research. This study
has also followed the theme based methods and identified the various repeated issues in the data collection.

4.5. Evaluation of thematic analysis: strengths and weaknesses

Thematic analysis has much strength such as inherently flexibility, easy and fast to learn and apply, easily adoptable for new and less experience researchers in the field of qualitative research. The most important strength is that it provides the results that are easily understandable for the students and other researchers. It is a developed technique that researches the subject within the participatory research framework (Cooper and Schindler, 2006). In additional, thematic analysis has an ability to identify the important facts from the detailed data sets and provide the result as a summary of the data.

It focuses on the social and psychological data interpretations and analysis and beneficial for the informing policy directions. Thematic analysis provides help to convert the qualitative data into the quantitative format. By this, the researcher can present their result in a quantitative basis. This method has some weaknesses and limitations such as the important data can be misplaced during the analytic process. This analysis is dependent upon the different types of codes and icons, which can create problems for the further process (Easterby-Smith et al, 2006).

The result of this technique is dependent on two or more judgments that create problem for the researcher. Huge involvement in data set is also a weakness of this technique. It can be a complex task or job to take a decision on results that are generated by the analysis of data and it is also a difficult task to convince the reader.

4.6. Generalisation and categorization of themes

In the perspective of this study, a template framework from thematic analysis is used, in which the researcher transcript the collected data into different codes. These themes are known
as priori themes. With the help of these themes, the researcher has generated an initial template to assess the responses of the participants during interview process as per the research aims and objectives. The subsequent themes such as Posteriori themes are very helpful to scrutinize the data and information after reading and re-reading process (Braun and Clarke, 2006). This has allowed the researcher to develop a precise group in each theme within the study framework. In this, linear coding facilitates the researcher to understand the themes and sub themes, at different extents or features.

King (2004) has asserted that both priori themes and posterior themes have their own important. Priori theme means broad codes helps the researcher to assess a wide range data that are collected through semi structured interview process. On the other hand, posteriori themes enable the researcher to differentiate the research context from the all. According to Boyatzis (1998) a good thematic code can be defined as embodies which has qualitative nature, so that coding data can easily observe and categorize.

**Table 5: Priori Themes: Main Determinants that Impact Consumer Buying Behaviour**

<table>
<thead>
<tr>
<th>A Priori Themes</th>
<th>Main Determinants that Impact Consumer Buying Behaviour</th>
<th>Service Rationale</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer feasibility and Communication System</td>
<td>The way of communication, methodologies and tools used to communicate with the consumers, response to them to resolve their problems, providing exact information, etc.</td>
<td>Different Psychological Aspects: Perception and Personality, Attitude of the customers, familiarity with the communication technology, Saving in time and cost,</td>
</tr>
</tbody>
</table>
Proper response towards their needs and problems.

<table>
<thead>
<tr>
<th>Quality Products and Services with reasonable Cost</th>
<th>Quality of products is one of the major themes that affect buying behaviour of consumers. Highest quality and minimum cost, availability and easiness of products and services, lavishness of product, etc. are important determinants that attract customers to buy particular products.</th>
<th>Evaluation of Quality: Reliability, Fast and Speedy Services, No waiting time, Brand Products, Stability, Appropriateness.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Loyalty Programs for the Customers</td>
<td>Main tools to retain customers for long term and create competitive advantage. Through these kinds of programs, it has become easy for the company to give proper and effective response to the customers.</td>
<td>Different type of aspects: Credit Cards Payments, Discounts and gift vouchers, Membership cards, Loyalty points.</td>
</tr>
<tr>
<td>Talented Employees and Flexibility in CRM</td>
<td>Highly motivated and talented employees help the company to use CRM process in effective way, which develop a feeling of satisfaction among the customers and impact their buying behaviour.</td>
<td>Response to the Customers: Effective Communication. Positive Attitude, Strong willpower, Quality of supply, Polite behaviour.</td>
</tr>
</tbody>
</table>

The above table is prepared with the help of major themes and codes that are collected during the implementation of both secondary and primary research methods. With the help of
A semi-structured interview process, it has become easy to differentiate the major points. The strategic framework of priori themes has defined several determinants that affect the consumer buying behaviour process and all these determinants are directly linked with the process of CRM.

The next themes used by the researcher are posteriori themes, which is used by the researcher for the recurrence of further analysis and proposed accurate result.

Table 6: Posteriori Themes: Main Determinants that Impact Consumer Buying Behaviour

<table>
<thead>
<tr>
<th>A Posteriori Themes</th>
<th>Main Determinants that Impact Consumer Buying Behaviour</th>
<th>Service Rationale</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interaction with Customers</td>
<td>Effective and regular interaction with the customers is necessary to retain them for long time. Different kinds of Information and communication tools are available to interact with them. CRM process should be based on these IT tools such as internet, telephone, face to face communication, etc.</td>
<td>Communication Process and Tools: Face to face Communication, Use of Internet to communicate with Global customers, Telephone</td>
</tr>
<tr>
<td>24*7 hours CRM System and its Extent</td>
<td>A 24*7 hours CRM system can be maintained through Internet and it is also helpful to serve customers according to their convenience. It is highly influential to build relationship with the new customers and retain the old.</td>
<td>Quality e-CRM System, Security of Data and Information, Timely Response and Delivery</td>
</tr>
<tr>
<td>Brand Value, reputation and tools to raise its reputation</td>
<td>Brand value and goodwill is also the strength of the firm to change the buying behaviour of</td>
<td>Tools to Raise its Reputation:</td>
</tr>
</tbody>
</table>
Goodwill of Sainsbury is very good in the global industry, which is one of the major reasons of its success. Effective Marketing, Influential CRM, Consistency and reliability, Advertising and Loyalty programs.

<table>
<thead>
<tr>
<th>Goodwill</th>
<th>the customers. Goodwill of Sainsbury is very good in the global industry, which is one of the major reasons of its success.</th>
<th>Effective Marketing, Influential CRM, Consistency and reliability, Advertising and Loyalty programs.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Perceived Trust</td>
<td>Perceived trust and benefits are importance notions for Sainsbury that impact consumer’s buying behaviour. CRM allows the Sainsbury to understand the needs and requirement of the customers and provide them services as per their demand, which ultimately develop trust and provide benefits to the company and customers.</td>
<td>High quality services Fulfilment of Needs and Demands Efficiency Cost Effective Services Competitiveness</td>
</tr>
</tbody>
</table>

The collected data through the interview methodology is applied to transcribe for the verification, so that research can provide appropriate results. Researcher has concentrated each data and information during the coding process to provide precise result of the study. Development of themes is also based on comprehensive and justifiable methods. Researcher has also analysed the factors that pulled each theme together. Consistency and reliability are also focused by the researcher during the thematic framework (Cooper and Schindler, 2006).

All the interpretations are well defined and researcher has provided valid statement and rationale for each theme. This analysis explores a convincing and well-organized detail of data and information that was collected during primary and secondary researcher methodologies.
All participants are known as interviewees during the research process and all the quote
and statements of interviewees has been represented in italicized form to differentiate that these
words are given by participants. This is the final process in which the researchers has presented
an in depth analysis and findings to provide a reliable and valid result to achieve the research
aims and objectives.

It has been discussed in the previous chapters that importance of CRM process has grown
significantly over the past few years. On the other hand, only few companies have a detailed idea
about the effective utilization of CRM to influence the buying behaviour of the consumers. The
basis of CRM is its customer database management programs. In this, the sales persons save time
and operating cost of the firm. This is also effective to increase the productivity of employees
and profitability. It has been investigated by the researcher that CRM allows the employees to
interact with the customers and understand their needs and demands (Rice and Ezzy, 1999).

The implication of this program will be reflected in the planning of loyalty program and
monitoring of satisfaction of customers. A company needs to CRM program to know the rewards
of the customer groups. When a company starts this program, it is difficult to discontinue this
program whether it is profitable or not. In the case quantitative data collection, the researcher
find out by the interviewees that:

*The CRM system of Sainsbury is highly designed to maintain long term relationship with
the customers and understand their changing needs and perception due to the changes in the
environment. The CRM system of the company has introduced Teradata system. Teradata is a
combined system with CRM supplier Siebel to manage and analyze large volumes of data. This
collaboration provides better integration of CRM programs, which are followed by many
companies.*
In addition, Sainsbury provides membership cards and nectar cards to its customers. Nectar is a point based program, in which customer’s demographic information are available into an enterprise-wide database (Thomas, 2004). This helps to company to follow a product centric marketing strategy when the customer’s profiles shifted from one store to another store.

As it has been noted that there are various determinants that shapes consumer’s buying behaviour, CRM and internet are one of the main determinants that allow the company to be in touch with the customers by 24*7 hours and develop relationships with them. Additionally, this is also dependent a lot of different factors and determinants such as social groups, family background, references groups, effective tools and techniques used by company, brand values., etc. (Vynck, 2002). In Sainsbury, this case is also same and all these determinants shapes the consumer’s buying behaviour, however, all the determinants are interlinked with each other (Xu et al, 2002).

The e-CRM process of Sainsbury is also successful to utilize the market opportunities and complete the cross functional marketing activities (Winer, 2001). This analysis allows the researcher to explore the different posteriori themes such as Interaction with Customers, 24*7 hours CRM System and its Extent, Brand Value and Goodwill, Perceived Trust and Benefits through CRM.

4.7. Posteriori Themes

4.7.1. Interaction with Customers

Interaction with the customers is mainly related with the relationship between the company and customers. Generally, if the company has not effective communication tools to interact with the customers, it becomes difficult for the employees to understand the customer’s requirement and need. Interaction with customer also enables the firm to share its future plans
and profits with the customers. CRM process allows the company to use effective tools of communication and interact with the customers in an effective way (Xu and Walton, 2005).

Additionally, interaction with customers also helps the employees to influence the buying behaviour of the customers by motivating them towards company’s services and product. As in case of Sainsbury, it is understood that effective interaction with the customers is essential to retain and acquire them for long term. During the research analysis participants were interviewed and they agreed that Sainsbury uses both electronic and face to face communication tools to interact with the customers. One of the store managers of Sainsbury has agreed that:

*Effective and innovative interaction tools are using in Sainsbury, which is one of the main tool of its effective and innovative CRM process. By using IT and other innovative tools, the company evaluated the data. Additionally, these tools also help the company to improve the accuracy of marketing campaign.*

According to this semi structured interview the most effective interaction tool is internet. From last few years Sainsbury has improved its strategies and implemented various initiatives to interact with consumers. Due to the globalization, company has changed its strategies to attract consumer beyond nation. In this concern, implementation e-CRM process is one of the biggest tasks of the company. According to the responses get from interview and questionnaire process, around 25% consumers are connected with the company through internet, telephone and face to face communication process. Internet communication tools allow the company to connect with 15% of consumers as shown in graph 1. Internet has enabled the management of Sainsbury as well as customers to be in contact at the global level. Telephone and face to face communication process are also effective.
Graph 1: Main tool of Communication in Sainsbury

The participants of the study believe that the interaction tools used by Sainsbury are quite effective and company is able to attract and retain customers. Effective utilization of information technologies allows the management to achieve their objectives on time. It also helps the managers to gain positive response of the consumers, which develop a feeling of job satisfaction among employees. People of UK are well qualified and educated and Internet has become one of the main tools to be in touched with the consumers. In the semi structured interview process, the participants respond:

From last few years, company has changed its CRM activities by implementing Nectare and Teradata system. Additionally, company has also introduced some membership programs for the regular customers and offers occasional combo offer for their shopping and save money of consumers.

The Nectar and Teradata system of the firm have also gained success due to the effective utilization of internet and telephone means of communication in the UK. The capitalism culture of UK is also beneficial for Sainsbury to attract consumers and retain them for long time. In the survey process, it has been found that consumers are highly agreed with the fact that from last
few years, due to the innovative practices and initiatives of CRM, performance of Sainsbury has been improved. Timely response to the consumers, regular information about new offers, discount, membership card, coupons, etc. attract them and impact their buying behaviour process in a wide manner.

4.7.2. 24*7 hours CRM System and its Extent

Another important and fundamental factor of Sainsbury CRM is its extent and availability. E-CRM process of Sainsbury allows the company to provide 24*7 hours services and attract new customers and consequently retain them. This system has given a new experience to both customer as well as the company. In order to resolve the research issue, important of customer experience due to the e-CRM process of Sainsbury cannot be avoided

This practice of Sainsbury is highly successful to influence the buying behaviour of the consumers at global level. In the semi structured interview, following responses has come over the extent of CRM used by Sainsbury:

Graph 2: Extent of CRM process Used by Sainsbury to retain Customer

Due to the successful CRM practices and 24*7 online CRM process, customers are enjoying superb experience of the company’s services. More than 60% participants in the questionnaire process support the relevance of e-CRM with the superior customer experience,
which ultimately impacts the buying behaviour in positive way. This experience and satisfaction influence the overall buying behaviour and allow them to use company’s services and product again and again.

One of the main participants (store manager) in the interview process also emphasized his view regarding this point in different way such as realistic, flexibility.

*Positive experience can be created with the help of positive and innovative practices. It is not necessary that all the consumers would always feel positive about the services of the firm. If this would happen, Sainsbury would be on top position. There are many reasons such as realistic situation, emergency, lack of proper training and flexibility to run 24*7 CRM process, technological errors, etc. that also leads negative experiences among consumers. Thus, company is also working in this direction to reduce the impact of negativity among the consumers.*

According to the above response, it is also essential to understand that how Sainsbury can manage flexibility in the CRM process to manage changing needs of the consumers. It is valid to say that just a single factor of CRM cannot provide positive buying experience to the consumers, but it work from a definite extent. In this same questionnaire process, majority of respondent also agrees with the fact that this CRM process is very effective to fulfil the changing needs of the consumers. The 24*7 hours CRM process allows the management to capture the changing perceptions of the consumers and understand what the determinants are that affects consumer’s buying behaviour (See Graph 3).
Graph 3: CRM of Sainsbury is able to fulfill the changing needs of Consumers as per Buying Behaviour

This extent influences the fact that more than 80% consumers influence through their experience. It means if consumer have positive experience towards the e-CRM process, they also agree with this fact that Sainsbury CRM supports them to resolve their queries on time, save their cost, provide information about various offers and schemes, and help them to buy product as per their requirements.

4.7.3. Brand Value, Reputation and Goodwill

Another reliable theme from the interviewee’s perspective is the brand value, reputation and goodwill of the company. This factor is one of the significant factors to change the buying behaviour of consumers. Presently, changes in the economical and social needs have changed the perception of consumers and they buy brand products (Boone and Kurtz, 2006). The product which has a strong reputation in market is preferred by the consumers. This is also one of the main theme to major the performance of CRM process of Sainsbury. Brand recognition is highly influenced by the CRM system and in case of Sainsbury, it work as customer acquisition strategy (Webb, 2005). According to the responses of participants:
In order to major the performance of CRM of Sainsbury, it is necessary to major the brand value and goodwill of the company in the market. High brand value means good performance of CRM process and vice versa. Some reason behind the strong goodwill and brand value is the high quality of food item with reasonable price, time availability, electronic distribution channels, attractive offers and nectar cards provided by the company, etc.

According to response get in questionnaire process, CRM process of Sainsbury is highly supportable to maintain its goodwill and brand value (see graph 4).

Graph 4: Importance of CRM to Create Brand Value and Understand Customer's Need

From the perspective of participants, CRM of Sainsbury is the foundation of brand value and reputation because it helps the firm to attract and acquire customers. The responses get from semi structured interviewee, the researcher analyse that:

In order to recognise brand value and goodwill of the firm, it is essential to have a regular and effective communication with the consumers, which can be done through innovative CRM process. In order to perceive the positive response of the consumers, company is using effective information technologies and marketing strategies. The company is also assessing the performance of its CRM process through brand value recognition, time to solve customer’s
queries. According to participants, brand consistency and value, quality of product and prices are the main parameters to attract and retain consumers.

It is important for Sainsbury to concentrate on these parameters to enjoy an effective performance of CRM and acquire customers for long time. Although the company is very popular in the retail industry of UK, but it capture third position after Tesco and Asda. Popularity of Sainsbury comes at second place in the questionnaire process (Graph 5).

Graph 5: Sainsbury Come at Second Position in Popularity (According to Questionnaire Process)

Although the practices and strategies of the company are well defined and very much popular, but it is still at third place in UK industry, thus, it is essential for the company to identify the loopholes. During interview, a store manager also defends its position in by explain this issue:

*The main negative aspect that affects the populated of the company in the market is associated with the security mechanism, high waiting time for customers, ineffective queuing process, etc. Company is working towards these issues but it is essential for the firm to use*
adequate theory of consumer buying behaviour. This would help the firm to understand the behaviour and response of consumers and improve the performance as well as popularity in the market.

This point of view is very interesting to understand the loopholes and resolve the problem associated with CRM of Sainsbury. However the practices of Sainsbury cannot be compared with the practices of Tesco, but it is necessary for the management of Sainsbury to work over the practices used by Tesco to understand rival’s strategies and improve its brand reputation and goodwill.

4.7.4. Perceived Trust and Benefits through CRM

Perceived trust and benefits is related to the issues of CRM and different tools to contribute a major role in effective CRM process. In the case of Sainsbury, in order to become largest retainer and change consumer’s buying behaviour, it is necessary for the firm to use effective tools and technologies to resolve the CRM issues (Wreden, 2004). Although, according to the responses of participants, they are satisfied with the current CRM process of the company (See graph 6) but the CRM of the company has many issues.

![Graph showing responses to "Are you satisfied that Sainsbury’s CRM practices influences your buying behaviour?"

- Strongly Agree: 12
- Agree: 35
- Neutral: 1
- No. of respondents: out of 50

No. of respondents: out of 50

- Strongly Agree
- Agree
- Neutral

Response
Graph 6: Are you satisfied that Sainsbury’s CRM practices influences consumer buying behaviour?

For the perceived trust and benefit, interviewee’s perspective is quite different. The issues related to the CRM of Sainsbury are security of the consumer’s data and information, prices competitiveness and its assurance to the consumers, employee’s abilities to work with innovative tools and maintain operating cost as minimum as possible, use of CRM by other stakeholders, etc. The interviewees give response:

When customer uses a CRM process of the company, the foremost issue is the security of its data and information. Additionally, convenience of consumers to choose particular product, timely response, and positive solutions are also some issue of CRM. Sometimes it becomes difficult for the employee to give proper response to the consumers due to the technical fault. On the other hand, all the information tools contribute a major role to persuade the buying behaviour of the consumers.

According to the above response, there is need to focus on security mechanism to improve the feeling of trust among the consumers as well as employees. The questionnaire responses also presents that the CRM process of Sainsbury is effectual to establish a commitment between company and customers, which ultimately allow the customers to use company’s product again and again (Graph 7). This response shows that CRM is a useful tool to gain trust and influence buying behaviour of the consumers. However this comparison of trust and commitment is not fully based on the CRM, but e-CRM and highly innovative services of firm enable the management of Sainsbury to influence the consumer buying behaviour process and their purchase decisions. The overall impression of Sainsbury it quite good in the market, but
innovative CRM process and other IT application along with the knowledge management process would enable the company to touch the new axis of success in the coming future.

Graph 7: Do you agree that CRM Process improves commitment between you and Sainsbury?

The concept of perceived trust and benefits has general changed in the internet world. The company can perceive trust of the consumer by serving them best products with reasonable prices as per their satisfaction level. All these points are also help the management to acquire and retain consumers.

4.8. Research Outcome

According to the above thematic analysis, many possible outcomes have been drawn by the researcher. The e-CRM model of the Sainsbury is working in a well effective way, but the company should adopt some new and innovative tools to be in competition. According to the given findings, the researcher has achieved the researcher objectives and solves the research questions that there is direct link between the CRM and consumer’s buying behaviour. After
linking the literature review with the findings of semi structured interview process, the CRM process highly influences the buying behaviour of consumers.

According to the findings, the researcher has also proposed some suggestion to resolve the issues and problems of the CRM process. In order to maintain the perceived trust of the customers, the company should avoid delay to resolve their queries. The management should provide training programs for the employees to improve their communication process with customers and provide them proper response (Camelo et al, 2004). The web communication process of Sainsbury should also be improved and in order to resolve the problem technical faults. The company should have back up of all information and data to use in case of emergency. Additionally, the firm should implement some security mechanism to improve the working of CRM and assure the customers that there data and information will be highly secured for long term.

4.9. Summary

This chapter has explained the analytical technique used by the researcher to establish rationale and find the result of the study. With the help of this chapter, it has become easy for the researcher to discuss the thematic analysis used to evaluate the findings get from primary and secondary research method. Additionally, this chapter also explored different thematic factors that are used by the researcher to acquire the consumers and evaluate the relationship between the CRM process and consumer’s buying behaviour in Sainsbury. The main themes used by researcher are priori and posteriori. The framework and outcome of this research study is mainly based on these themes.

According to these themes framework of this study are customer feasibility and communication system, quality products and services with reasonable cost, loyalty programs for
the customers and talented employees and flexibility in CRM. Further, the determinants of CRM and consumer buying behaviour are interaction with customers, 24*7 hours CRM system and its extent, brand value, reputation and goodwill and perceived trust and benefits. This chapter also give outcome of the study and provide some recommendations to improve the CRM activity and resolve the issues such as implementation of training programs, use of innovative tools and security mechanism, etc. Sainsbury should provide training to the employee to increase the effectiveness of CRM and acquire the consumer’s for long term.
CHAPTER 5: CONCLUSIONS AND RECOMMENDATIONS

5.1. Introduction

This chapter presents the major observations, issues and problems that are discussed in the previous chapters. This paper summarizes the thematic findings that are discussed in previous chapter with and at the end, the chapter sum up the relation between research objectives and findings to resolve the research problems. Additionally, the chapter also allows the readers to review the importance of CRM system to retain and attract consumers in Sainsbury and implication of the emergent issues for Sainsbury’s managers.

According to the ideas and issues discussed in the previous chapters, the paper also provide recommendations to resolve the issues and utilize its effectiveness in an optimum way. These recommendations are realistic and valid for Sainsbury to improve its CRM practices.

5.2. Assessment of Findings

One of the most important factors that have been noted every time in previous chapters is that the determinant of CRM process and consumer buying behaviour are almost same. Nevertheless, the current issue is that to what extent does customer relationship management process influences consumer buying behaviour and is there any link between customer relationship management and consumer buying behaviour. Interestingly, these issues were evaluated by the researcher through primary and secondary research method by using thematic framework. In this concern, the interviews were also answered about these prompts in the previous chapters using the case of Sainsbury.

However, the fascinating outcome of the study is that the empirical framework of thematic analysis and posterior themes are directly linked with other in context of this study, which has been also discussed in the previous chapters. Primarily, brand wariness, perceived
trust and benefits, 24*7 hours CRM process, are some important posterior themes defined by the researcher with the help of collected data and information in the previous chapters.

Additionally, from the collected data from the interviewee’s it is perceptible that Sainsbury, is using an effective CR process which is based on innovative IT tools such as internet and electronic media. This is one of the advantages for company to establish its good image at global level. Although, the behaviour of consumer is affected through various aspects such as family background, social status, income level, reference group, etc. information tools used by the company to interact with the customers is also one of them (Frow and Payne, 2009).

The heterogeneity among people across the world makes understanding consumer buying behaviour an intricate and challenging task (Schiffman et al, 2008). The marketing efforts of a firm have a profound impact on the buying decisions of the customers, which eventually lead by the human psyche. There are various factors that directly influence the human behaviour such as human identity, his beliefs, specific needs, attitudes, social status, living standard, etc. The psychology of human is a varied factor that should be same for the different situation. These variances are the main cause of changes in the income status, education, society, price of the product, globalization, etc. (Clark and Goldsmith, 2006). CRM of Sainsbury is one of the main tools to understand all these variances and factors.

In the present time the consumer has become conscious about the products, its brand name, price, quality, etc. The entire consumers are not same and not prefer same brands because of the different culture backgrounds, social values, income level and ethics (Schiffman et al, 2008). Sainsbury’s mission is to provide best quality product with fair prices. CRM system of the firm enables the management to promote its mission and objectives among the consumer, which directly impact their perception and attract them to use company’s product.
The consumers with low or medium income level are also beneficial because they can get high quality within their income level and there is no need to compromise with quality. CRM allow the firm to provide after sale services and to be in touch with the consumers for long term, which ultimately affect their perception and attract them towards company for long time (Collins et al, 2007).

Another observed trend ion Sainsbury’s CRM process us that it focused on the development of trust to perceive long term benefits and maintain a global reputation in retail industry. CRM of Sainsbury also helps the employees to manage their day to day operations and maintain a record of the old and new customers with their requirements. It focuses to retain old customers and attract new customers.

On the other hand, there are some suggestions also for the CRM process of Sainsbury, so that management can effective changes the perception of consumer. These suggestions are implementation of security mechanism to improve the strength of CRM system and increase satisfaction among consumers (Reinartz and Kumar, 2003). Customer loyalty programs can be followed through Pathmark strategy and CRM allows the company to promote this new concept, which ultimately changes the buying behaviour of the consumers.

Apart from this, some problem associated with the CRM of Sainsbury are lack of adequate security mechanism, inadequate software and web based solutions, slow speed, ineffective queuing process, etc. It is essential for the management of Sainsbury to implement an effective queuing system to reduce waiting time with first come first serve strategy. Additionally, the management should focus on fastest web software so that consumer can use CRM services within few seconds and high web traffic can be managed. According to the consumers,
A CRM process should be effective and fastest to solve customer’s queries and provides them best services. Internet and telephonic solutions are best to interact with the customer because it saves time and cost and consumer can use CRM services at any place at any time. It increases its goodwill and all these factors allow us to use company’s products.

The important point is that only a single factor cannot contribute in the success of the firm such as brand name or goodwill or quality of products, it is necessary to concentrate on all the determinants that shape the behaviours of consumer to buy a product.

5.3. Authentication: Relation of Research Findings with Objectives

In order to determine that to what extent, this study has been able to resolve the researcher problem, it is essential to analysis the findings and result and establish a link with the main aims and objectives of the research with the help of thematic framework. Therefore, the following explanation allows the readers to understand a link between the research findings and objectives:

OBJECTIVE ONE:
To Evaluate the Need of the Origin And Role Of CRM

At the initial stage of this research study, in chapter 2 literature review, the researcher has explored about the need an origin of an effective CRM process in the company. Additionally, in the chapter 3, by using research methodology, the researcher find out that the growth and success of the company is directly linked with its customer’s background and CRM is one of the main tools to interact with customers and understand their needs and requirements. There are numerous reasons behind the origin of CRM such as development of goodwill, understand the approach of consumers, deal with the consumers, providing after sales services to the customers,
offering wide range of products and services and promoting company’s product through personal selling, etc. (Roberts et al, 2003).

The main need to develop a CRM in the company is to retain old customers. Although almost all kinds of company are interested to increase its customer database by making new clients and customer, but the existing customers is one of the important sources to increase the profitability of the company (Mourali et al, 2005). It has been estimated that keeping existing customer takes only 20% of the marketing budget that would be expended to attract new customers. Retaining existing customer also save time of the company and the management is quite aware with the behaviour of the customers (Keeping Your Existing Customers Increases Profit, 2010).

OBJECTIVE TWO:
To Understand Sainsbury’s CRM Model to Understand Future Research Opportunities

It is enough to explain that this objective was the most important objective of the study and accomplishment of this objective is well prompted through quality as well as quantitative analysis. According to the interviewee’s the CRM model of Sainsbury is well designed and effective but due to the increases in competition and innovative IT tools, it is essential for the company to use some web based solutions and security mechanism to be competitive in future and gain future opportunities available in market.

OBJECTIVE THREE:
To investigate the theoretical framework and model related to CRM and consumer’s buying behaviour and interrelationship of both of these concepts

In order to achieve this specific objective of this research, the researcher has evaluated various factors and determinants, such as communication tools, social and family background,
income level of the consumers, reference group, culture, value, beliefs, language, etc. In this twenty first century, marketing and promotion of the product has become one of the significant and integral tasks for the business organizations (Neal et al, 2004). If the business firm is unable to utilize the available marketing resources and tactics effectively, it would be critical for the management to attract and retain the target market for long term (Mourali et al, 2005). According to the psycho-analytical model of consumer buying behaviour allow the company to promote its brand through CRM and provide fastest solutions to the consumers.

**OBJECTIVE FOUR:**

To study the role of successful CRM process and its importance to help in cross functional activities of the firm

Major managerial issue of the Sainsbury is to accomplish the cross functional activities within time with reasonable operating cos. This study explains set of recommendations, so that the managers can accomplish all cross functional activities by using the notion of CRM. A successful CRM process allow the company to increase brand value, perceived trust and benefits, provide a wide range of quality products and services, etc. By considering this factor in mind, Sainsbury can offer a wide range of luxury and quality products with cost effective prices, so that all the segments, high income, middle income and low income can enjoy the services provided by the company and its products (Hussain et al, 2007).

**5.4. Recommendations for Sainsbury’s CRM Process**

**5.4.1. Implementation of Security Mechanism**

By implementing the security mechanism and safety features in the CRM, Sainsbury can assure its customers that there data and information would be safe always and no one can use their personal and professional information in an unauthentic manner (Reinartz and Kumar,
2003). It is the basic responsibility of company’s management to communicate that customer’s information is one of the valuable data for the company; this will help the management to increase satisfaction level among consumers.

These security mechanism such as firewall, pass word protection, digital signatures, etc. allow the customer and company to shop at any store with authentic way. Additionally, the CRM process of the firm should be flexible and it has facility of multi payment system for ease of customers (Reynolds, 2002). Cultural environment of UK is the combination of various cultures. In the social environment lots o immigrants are present, thus, it is necessary for the company to implement security solutions for local as well as immigrants and provide services of multichannel payment systems.

5.4.2. Perceived Trust and Benefit

As it has been noted in previous chapters, customers are very much concerned about their payment and quality services of the company due to their psychological distance and negative experiences with others. In order to perceived trust, it is essential for Sainsbury to understand the psychological behaviour of the consumers with the help of Psycho-Analytical model of consumer behaviour (Roberts et al, 2003).

This would also help the company to perceived trust, which ultimately helps the company to perceived benefits. This model assists the company in introducing psychological elements of its consumers in their marketing decisions. With the help of this model, the company effectively design its marketing strategies and practices that are corresponded with the needs of its consumers (Adebanjo, 2001). Implementation of security mechanism and multi payment system would also help to perceived trust and benefit.
In addition, Sainsbury can also implement sophisticated encryption technologies for the protection of information and data and maintain the quality of the services that assure the safety of credit cards and other payment systems. This would help the firm to build a bridge of trust to fill the gap to negativity and bad experience of customers with other companies.

5.4.3. Effective Queuing Technique to Reduce Waiting Time

In order to increase the effectiveness of CRM, it is necessary for the management of Sainsbury to minimize waiting time and provide fastest services to the customers. In order to reduce this waiting time of customers in queue to get services and solve queries, it should use the queuing scenario that helps in reduction of time from queues. A multichannel single phase system is beneficial for the customers to get services from different servers at only one station. In the CRM system of the Sainsbury, the firm can use three multi channels, first for providing goods and services by customers from different sections of the stores, second is for receiving money, and third is for delivery goods (Render et al, 2009).

Firm should also give training to the employee to provide right services at right time and avoid delays. Additionally uses of IT tools and other innovative technology such as computer, laptops, telephones, fax, PayPal payment and credit card machines, etc. This would help the firm to improve the level of customer’s services.

5.4.4. Implementation of Consumer Behaviour Theory: ‘Learning Model’

In order to enhance the effectiveness of CRM process of Sainsbury and influence the perception of the consumers, it is necessary for the company to implement a model of consumer behaviour theory. The ‘Learning Model’ would be most beneficial for the firm to raise the effectiveness of CRM. This model implies that the behaviour of a consumer can be conditioned on the basis of some fundamental factors such as drives, cues, responses, and reinforcement. All
these factors should be evaluated by the firm to provide best services to the customers (Biyalogorsky, et al, 2001).

With the discussion of this theory it can be said that the company can increase the demand of its products and services among the consumers. It motivates its consumers by making use of its advanced features provided through its goods and services. With the help of this, Sainsbury can also implement call back system to provide after sale services and resolve the queries of the customers.

5.5. Further Research Direction

This research has comprised several important aspects that are associated with the importance of CRM to influence buying behaviour of consumers. Due to some limitations of this research study, various issues have also aroused. These issues provide scope for the further research to reduce the impact of these limitations and provide a valid result.

It has been highlighted with the help of following example, a variety of responses and experiences are used by consumers to build a view about CRM and consumer buying behaviour. Determinates and drives that shapes consumers buying behaviour are always not associated with CRM. It has become clear that Sainsbury is one of the biggest supermarket chains in UK. As a result, several factors contribute to influence the people’s buying behaviour to purchase company’s products and services.

In addition, cultural differences, references groups, security features, high waiting time, brand value and perception, communication, etc., also influences consumer buying behaviour process. It is because customers would like different brand experience under different circumstances. In such a situation, it is the ability of the company’s reputation in the market to attract and resolve the queries of customers and satisfy them by providing services as per their
requirements. It is essential for the companies to consider all these factors, which provide scope for the future research investigation.

5.6. Summary

This research study has investigated and concluded the result that CRM process is one of the main processes to impact the buying behaviour of the consumers. CRM allows the company to understand the internal as well as social determinants that affect consumer’ perception such as personality, attitude, willingness, and cultural environment, basic needs and demands, values, etc. This chapter explores the relationship between the research findings and objectives that are established by the researcher.

On the basis of above discussion, it can be concluded that CRM allow the company to store detail information of the customers to retain them for time. Retaining an existing customer is cost effective for the company and it can be done through CRM effectively. Technological changes, increase in the living standard, value and norms, diversity geographical region, etc., affect the behaviour of the consumer in a wide manner and CRM enables the employees to acquire knowledge about these changes and factors.

One of the main purposes of this chapter is to present a set of logical recommendations for the improvement of the CRM process of Sainsbury. All the recommendations are based on some rationale but the limitation of the study is that the research outcome are not generalised. These recommendations are based on the technological and psychological gap in the current CRM process and consumer’s buying behaviour.

On the final note, this study shows a large extent of literature review and thematic data evaluation process to identify the link between CRM and consumer buying behaviour process. According to this study, CRM is one of the main tools to attract and retain customers and it has a
strong relationship with the customer buying behaviour process. By implementing all these given recommendations, it would be easy for Sainsbury to enhance the effectiveness of CRM.
CHAPTER 6: REFLECTIVE LEARNING

6.1. Introduction

Researcher gained several benefits during the period of conduction of this research and this chapter will discuss about these learning benefits. Further, it will discuss about the advantages that are gained throughout this study and how researcher learned from these advantages.

6.2. Reflective Journal

Conduction of this research has been beneficial for me in different aspects of my life as a student, as a person and a professional. With the help of this research, I gained the ability of controlling time as well as other scare resources. It is because as I have finished my work on time which was the main objective of my research. During the period of conducting this research, I have managed both my personal and professional life as I had worked full time in office and rest of time I had dedicated to complete my research project. This research taught me that research objectives should relate with research problems.

First of all, through this study I learned about both the concepts of customer relationship management (CRM) and buying behaviour. Now, I am able to clear these concepts to other people as I have an in-depth understanding of both these topics. I also learned some other relevant concepts such as how CRM is important for retail industry and how CRM influences the buying behaviour that I had not previously studied. Chapter three that is related with research methodology also learned several things to me as before completing this research I think that creating an appropriate research methodology was a complicated task. But during the research, I have learned about research methodology from my supervisor and from relevant resources that made easy for me to develop an appropriate research methodology.
This research taught me about the research paradigm and how the choice of it influences other research methodologies that were implemented in research. It also taught me that at what extent choosing an appropriate data collection method is important to complete a research. As literature review provides as the background knowledge for our research that helps in clarifying the concepts related to our research and produce effective outcomes through the research. Through this research, I also learned about the triangulation approach in which we use more than one method to collect data.

I have also learnt that construction of an appropriate time frame is important for the success of any research project as my research is also complete on time due to my time frame. Different theories that I had read during my research is also increase my knowledge. For example, “theory of cause and effect”, it taught me that with every cause there must be an effect. It is the reason that after identifying the literature review related with my research topic was helped me to provide appropriate recommendations to Sainsbury. I also used appropriate reference style that is Harvard to make my research effective and also to make it according to the guidelines.

With the help of this research, I learned about how to prepare a questionnaire and about the importance of it in collecting data to complete research. For this research, I have conducted semi structured interviews that developed my communication and adaptability skills. It is because I had managed the respondents according to the topic of my study. I also learned about thematic framework, which I used to find and analyze data. I learned that how an appropriate process is used in thematic analysis in order to find and analyze data. I also learned about how to drawn results from questionnaires, literature reviews and interviews as finding and analysis part is important in the research.
Through chapter five, I also learned that how to prepare a final conclusion at the end of research, which summarize the whole research in few words. In conclusion part, I explained only main issues and ideas that cooperate in my research. I learned that in order to define authenticity of research, it is necessary that we link our findings with research objectives. It also taught me that some limitations such as time, high cost, lack of standard method and limited access are also related with research. Also, I learned that how to provide recommendations on the basis of literature review and research findings. These recommendations are beneficial for a company in order to become competitive in the market.

I learned that buying behaviour of customers is influenced by different factors such as economical, social, cultural and geographical. It is the reason that it is necessary for organizations to establish an appropriate CRM system for their organizations, so that they can effectively influence the buying behaviour. Different approach is used to identify the buying behaviour of customers that further used to develop an effective CRM system.

In addition, as my research is related with Sainsbury in which I found out about the CRM approach of Sainsbury. I learned a lot about the company in terms of its product, its policy for CRM and its position in the global market. With the help of this research, I have come to know that how Sainsbury improves its presence in the international market by focusing on some specified areas. This research taught me different new concepts, which help me in developing my carrier life. I learned that CRM helps Sainsbury in improving its brand power and profitability. I learned that CRM is an important part of businesses in retail industry. As I have identified that many companies such as Tesco, Asda, Sainsbury and Morrisons implemented CRM approach in 1993, 2002, 2002 and 2008 respectively. All these companies achieved effectiveness through the use of CRM approach.
In order to complete this research, I go through several researches that are carried out by experienced and qualified persons and it is the reason that it enhances my capabilities of conducting a research. It changed my perception towards the research as previously I am feared to conduct a research and now I am ready to do any research in any topic.

6.3. Summary

From the above discussion, it can be concluded that explanation of this chapter in research is very important as it has described about the learning benefits which I learned during this research process. Each chapter in this research taught several things to me. Through this research, I shared the experience of other researchers as well as the experience of my supervisor. Many times, I had explored mistakes during my research that are removed by the supervisor. In this way, Supervisor learned many new things to me, which are beneficial for both my current and future life. I have also learned the importance of meeting the deadline to complete research on time.
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APPENDIX: INTERVIEW QUESTIONS

Appendix A: Interview Questions for Sainsbury’s Managers

1. Do you feel happy to be a part of Sainsbury? Why?

2. How do you measure the performance of CRM system in your company?

3. Do you believe that CRM is an important tool of Sainsbury that contributes a major role to persuade the consumer’s behaviour towards company’s products and services? How?

4. What are the main issues with current CRM process of the company? What steps are taken by the firm to improve the current CRM system?

5. According to your experience, please discuss the major changes that have taken place in the firm’s marketing and CRM activities in the last few years.

6. Are you sure that these changes have a positive impact in the performance of the company to changes perception of the consumer? How?

7. How do you measure the role of CRM in the company to attract and retain consumers for long time and what are the parameters?

8. In your opinion, which initiative and strategies are implemented by Sainsbury to impact the buying behaviour of consumers?

9. Do you believe that these strategies and initiatives are sufficient to retain old consumers and attract new consumers? How?

10. How do you agree that these changes and strategies are beneficial for the company from a profitability and market reputation point of view?
Appendix B: Questionnaires for Survey

1. How frequently you purchase from Sainsbury Stores?
   a. Once in a Month
   b. Twice in a Month
   c. Within 3 Months
   d. More than 3 Months

2. How did you come to know about Sainsbury?
   a. Through Online and Television Advertising
   b. By receiving a Gift Vouchers of Discount Coupons
   c. By using its ample products that are distributed by Company
   d. Personal calls and e-mails from Sainsbury Stores
   e. Through your friends and relatives

3. What are the main processes used by Sainsbury to interact with you and communicate its new offers and services?
   a. Telephone
   b. Internet
   c. Face to Face communication
   d. Above all

4. At what extent, CRM processes assist about the new products and services offer by company?
   a. Low Influence
   b. Influential
   c. Highly Influence
5. Do you agree that company is able to fulfil your changing needs and requirements as per changes in the social environment?

a. Strongly Agree
b. Agree
c. Neutral
d. Disagree
e. Strongly Disagree

6. Do you agree that CRM process of Sainsbury plays an important role to create brand value, understand your need and requirements and resolve your problems and issues?

a. Strongly Agree
b. Agree
c. Neutral
d. Disagree
e. Strongly Disagree

7. Are you satisfied with Sainsbury’s CRM practices to influencing and impact your buying behaviour? Does this CRM process attract you to use Company’s services regularly?

a. Strongly Satisfied
b. Satisfied
c. Neutral
d. Dissatisfied
e. Strongly Dissatisfied

8. Do you agree that CRM Process improves commitment between you and Sainsbury?
9. If you have to choose your favourite store, which one would that be?

- a. Sainsbury
- b. Tesco
- c. Asda
- d. Safeway
- e. Other

10. Have your perception of Sainsbury improved in the last few years due to its CRM practices and initiatives?

- a. Strongly Agree
- b. Agree
- c. Neutral
- d. Disagree
- e. Strongly Disagree