

CUSTOMER RETENTION OF SUPERMARKETS IN MANDALAY

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Abstract

The research paper analyze the customer retention of supermarkets in Mandalay by using behaviour perspective models (BPM). The required data for this study were collected from the consumers who shop at 3 year-old supermarkets in Mandalay by using 1 in 10 systematic sampling methods. The data is analyzed by using simple and multiple regression measurements to test BPM model. According to the results, there exist significant and positive relationships between customer retention and other variables. The main influential factor in customer retention is social factor in behaviour settings. Moreover, customer retention is influenced by regulatory, temporal and physical appearance of the supermarket and the convenience of the store locations, efficiency of customer service such as right price, right quality and convenience opening and closing times. Behaviour settings and learning factors also effect consumer response, and consumer responses effect reinforcement and punishment. Finally reinforcement effect customer retention. The results of the research also indicate that Supermarkets need to consider consumers' behaviour by providing different types of product and services to retain customers. They need to apply differentiation customer retention strategy in relevant with the nature of consumer shopping behaviour. The study also recommends that supermarkets should conduct continuing research to monitor and address issues contributing to customer switching and retention.

Keywords: Customer Retention, Behaviour Perspective Model

Introduction

A supermarket is a business enterprise that provides a range of products and related services. It does not produce any physical product of its own in the usual sense. Instead, it adds value by acquiring existing products from suppliers, assembling them in regional warehouses, distributing them to local stores, and finally selling the supplier's products to local customers. A supermarket, a form of grocery store, is a self-service store offering a wide variety of consumer goods like food and household merchandise, and some industrial products, organized into departments. The supermarket offers a

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wider selection of products than a traditional grocery store but its size is smaller than a hypermarket or superstore.

Supermarkets play an important role in the urban peoples' life. Myanmar people tend to prefer going and shopping at supermarkets as they want a variety of choice in terms of product line and the product width. They increasingly and apparently wish to enjoy the good facilities, the experience of the comfortable shopping environment provided by supermarkets. They want to buy kitchen utensils, modern fashionable branded clothes in supermarkets without having to waste time and energy. Thus, many people go to supermarkets to purchase products, which increases the sale volume of the supermarkets. Moreover, services of supermarkets have improved dramatically over the past decade and consumers can now buy a variety of goods such as meat, fruit, vegetables, traditional food, fresh and dried seafood, groceries and other household items in supermarkets. Moreover, people are attracted by the convenience, hygiene and variety of choice available in supermarkets. Today, consumer goods play a very important role in people's daily lives and the consumer goods industry has gradually developed. As a result, the role of retailing and supermarkets has become critical in the Myanmar consumer market.

Today, in Myanmar, most people have resorted to shopping in supermarkets due to the change in lifestyle. Lifestyles of customers change every day, and people wish to enjoy comfortable and high living standards. Therefore, supermarkets have become a place not only for women who afford to buy almost everything, the convenience and pleasure of one-stop shopping but also for recreational purposes as a place to attract youngsters and seniors. Moreover, supermarkets are very convenient for some working consumers in contrast to other traditional markets; as supermarkets open until late evening, and consumers who work very late can buy almost all their needs after work. For this, they prefer shopping at supermarkets. Consequently, supermarkets play an important role in today's lifestyle.

Moreover, supermarkets are available in many locations and provide different services and special incentives. They provide assorted, quality, freshness, and variety of commodities. To respond to customers' needs and wants, efficiency and effectiveness of the staff's performance, interpersonal

skills and prompt services are essential factors in the mainstream of running supermarkets.

There have been numerous researches on relationship marketing locally and globally. However, to the best of the researcher's knowledge, there may be few researches on customer retention, especially on customer retention in service industry in Myanmar. Therefore, this research tries to study customer retention of supermarkets in Mandalay because supermarkets are becoming increasingly customer-oriented in accordance with the basic principles of relationship marketing, which focuses on customer retention as its main goal.

Supermarkets are retail businesses. Retail is the sale of goods and services directly to the end-users. A retailer purchases goods or products in large quantities from manufacturers directly or through a wholesale, and then sells smaller quantities to the consumer for a profit.

Retailing includes subordinated services, such as delivery. The term "retailer" is also applied where a service provider services the needs of a large number of individuals, such as for the public (Levy, M. and Weitz, AB, 2009). Shops may be on residential streets, streets with few or no houses or in a supermarket. Shopping streets may be for pedestrians only. Sometimes a shopping street has a partial or full roof to protect customers from participation.

Nowadays, as many supermarkets come into existence, the competition among supermarkets is increasing. When retailers develop their strategies, they need to explore consumers' shopping habit and consumers' behaviour change in order to create effective marketing strategies. Many researchers have highlighted that traditional marketing strategies such as 4Ps alone are not sufficient to maintain the market share by the firms in this age of global competition. The Marketing challenge for supermarket is to determine the most appropriate consumer to choose as their target market which in turn will determine the best marketing mix design. In this study, target market for supermarkets such as fast and furious consumers who wants to find items quickly and be able to get in and out of the supermarket as fast as possible, a day out consumers who want to like shopping and are happy to spend a long part amounts of their time browsing and looking through stores and they are

interested in their layout and design and gourmet focus consumers who want to seek higher quality products (and foods in supermarkets) and are willing to pay a price premium. They tend to equate “value” with higher quality and some of these consumers derive social status from their purchasing behavior. Typically, these consumers are middle to upper social class, underpinned by higher levels of both education and employment status.

Many authors have proposed several modern marketing strategies. One of the modern marketing strategies for attracting customers is relationship marketing. Relationship marketing differs from other forms of marketing such as 4Ps strategy in that it recognizes the long-term value of customer relationships and extends communication and sales promotional messages. A key principle of relationship marketing is applying various means and practices to ensure repeated sale from pre-existing customers by satisfying requirements, i.e. the retention of customers.

Moreover, it is necessary for supermarkets to prompt the customers to purchase and gain customer satisfaction. Customer stimulation is a "lean forward" strategy designed to increase both sales and profitability. Successful retailers know precisely what makes their customers tick, what happens to them while in their stores, and how to stimulate consumers to buy (Tom Asacker, 2010). Moreover, behaviour perspective model proposed by Foxall is also suitable for customer stimulation (Foxall, G . R. and M. Yani-de-Sorian, 2005). Therefore, this behavior perspective model will be used in this study to investigate how supermarkets in Myanmar can carry out customer retention.

Customer retention (CR) is a crucial area of study in the field of relationship marketing that is mainly concerned with keeping customers in the long term. It is essential for all firms in the service sector in the present consumer market. This is because customers are considered a real asset to firms, the majority of which are facing consumer base losses to a considerable degree.

Customer retention is also an activity that a selling organization undertakes in order to reduce customer defections. Successful customer retention starts with the first contact an organization has with a customer and continues throughout the entire lifetime of a relationship. A company’s ability to attract and retain new customers is not only related to its product or

services, but strongly related to the way it services its existing customers and the reputation it creates within and across the marketplace.

According to Ron and Blohowiak (1997), customer relationship is very vital for the success of any business. It can be used to retain customers by handling in the most appropriate and effective way. However, successful implementation is difficult to many companies, mostly because they do not understand that customer relationship requires company-wide, cross-functional, customer-focused, business process and re-engineering. Customer retention is a key for any business to survive, since a customer is the boss of a business.

Rationale of the Study

The purpose of the study is to explore the factors which influence the customer retention of supermarkets in Mandalay. Mandalay used to be the cultural center of Myanmar and it still remains as the hub with the richest Myanmar culture, arts, artisans and architecture, as well as the most important center of Buddhist teaching and learning in Myanmar.

Not only local but also foreign buyers go shopping in supermarkets in Mandalay which are more convenient than traditional markets. Thus, the role of the supermarket becomes vital nowadays. Arising high level of competition is driving supermarkets in Mandalay to increase consumer satisfaction to maintain the market. Therefore, supermarkets not only have to establish good relationship with their customers but also maintain them and increase their loyalty. By this means, supermarkets can offer better products and services to obtain long-term relationship with the customers and retain them. Moreover, it is also reported that the cost of selling to existing customers is lower than the cost of selling to new customers. Therefore, customer retention is crucial for the success and survival of the supermarkets.

With increasing competition, the key to supermarkets' survival is customer retention. To retain customers, supermarkets need not only to cater superior services to meet the changing needs and life styles of shoppers such as greater selection of healthy foods, better lighting, and enough space but also maintain long run relationship with the customers. This trend in marketing research and practice has been recognized by a number of supermarkets as successful business strategies.

Such kind of indispensable effective strategies for supermarkets can be different depending on culture, geographical location and other factors. Moreover, consumer's needs are sophisticated and it is imperative that supermarkets have to look creative and original strategies for building long term and stable relationships with their customers to retain customers. Relationship marketing is appropriate for investigating customer behaviours.

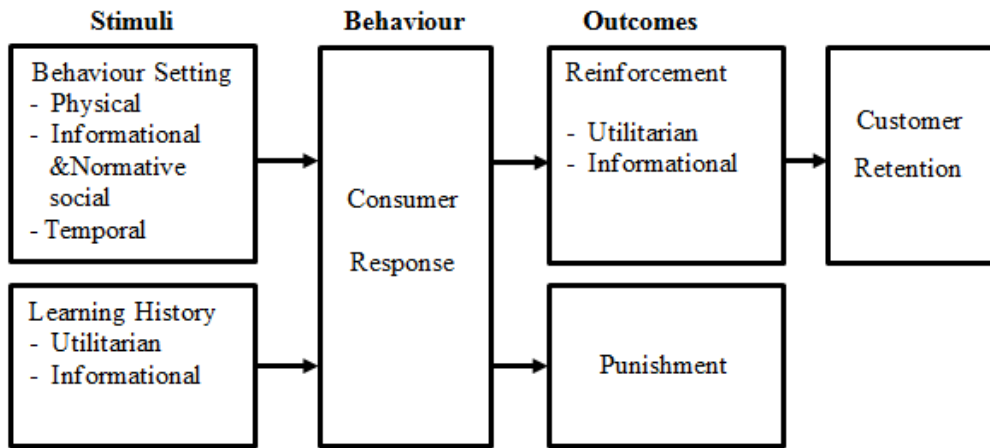
According to Farquhar et al.,(2004) the goal of customer retention is aimed at benefiting both parties to facilitate exchanges, makes relationship exchanges more possible, reduces transaction costs, and maximizes the relationship's economic and non-economic benefits in order to repeat the exchange processes in the future. In relationship marketing, supermarkets try to investigate customers' behaviors and then try to find means to affect consumers' behaviour by providing different types of incentives in the form of products and services to retain customers. Therefore, this study intends to find out the customer retention of supermarkets in Mandalay.

In relationship marketing, supermarkets try to investigate customers' behaviors and then try to find means to affect consumers' behaviour by providing different types of incentives in the form of products and services to retain customers. Therefore, this study intends to find out the customer retention of supermarkets in Mandalay. The research objectives are -

- (1) To investigate the effect of behaviour setting on consumer response of supermarkets in Mandalay
- (2) To identify the effect of learning history on consumer response of supermarkets in Mandalay
- (3) To find out the effect of consumer response on reinforcement and punishment of supermarkets in Mandalay
- (4) To study the effect of reinforcement on customer retention of supermarkets in Mandalay

Analytical Framework

As presented in figure 1, this study focuses to analyze the customer retention of supermarkets in Mandalay.



Sources: Own Compilation Based on Behavioural Perspective Model by Foxall

The above analytical framework is based on Foxall (1998) model. The model explains consumer behaviour with reference to pre-behaviour antecedent and post-behaviour consequential learning contingencies in order to translate person-situation interaction relationships in different behaviour contexts. According to the results of factor analysis, it is found that there are two social factors: informational & normative social factors, two learning history factors: informational & utilitarian learning history factors and two reinforcements: utilitarian & informational reinforcement. In the analytical model, pre-behaviour is determined as stimuli which drives consumers to make the right decision for purchase. Pre-behaviour includes behaviour setting and learning history of a specific consumer. Pre-behaviour leads to consumers' choice for buying decision which is called behaviors of a specific consumer. Likewise, pre-behaviour leads to consumers responses due to some factors of the behaviour settings. And also, the right action for buying decision of behaviour stage is followed by outcome stage in which consumer faces positive or negative reinforcement on the products they purchase. This stage is called utilitarian & informational reinforcement or punishment stage. This means that a specific consumer has broad knowledge and experience on the products they purchased. Thus, based on this knowledge and experience, the consumer learned by self and firmly decides the products the consumer purchased and deserved to be purchased next times due to having good, notable and warranted quality and good image on a certain brand. This

decision depends on the former two stages. This is called positive reinforcement. Otherwise, consumers learned by self and firmly decide the product consumers purchased is not worth to be purchased next times due to bad quality and unremarkable image on brand. Consumers learned by self from the aspect of negative reinforcement. In the analytical model, outcome stage includes either utilitarian & informational reinforcement or that of punishment. The studies continue to explore only the results of positive reinforcement that means customer retention for a particular supermarket.

Methodology and the Research Design

In this research, both primary and secondary data were used. The sampling method applied is systematic sampling method. The required data for this study were collected from the consumers who shopped at 3 year old supermarkets in Mandalay by using 1 in 10 systematic sampling methods. The measurement is conducted by both means; the questionnaire for the customer and interview for the managers. This study emphasizes customer retention behavior based on Foxall's (2007) 'The Behavioural Prespective Model (BPM)'. According to the working definition of supermarkets¹, in 2015, there were 12 supermarkets operated by 6 retailing firms in Mandalay. The supermarkets with 3 years in operation were studied. There are 5 supermarkets: City Mart, Ocean, Gandamar wholesale, Fuji and Orange supermarket.

In each supermarket, 50 customers were taken as samples. Among these customers, those who come to shop on Saturday and Sunday were collected by using 1 in 10 systematic random sampling methods. According to the saying of supermarket shopping experience by customers, although an average of 500 customers usually come to shop on Saturday and Sunday, 50 customers (only 10%) were collected randomly. Therefore, the sample size is 251 customers. The reasons why the data were collected on Saturday and Sunday are that varieties of staff can come to shop as the offices close, students and families can come to shop more than on the official days, and

¹ **Working definition of Supermarket** is a self-service store offering broad selection of goods such as food, make-up and hygiene, stationery, kitchen appliance, cleansing goods and under a single roof and it occupies a large amount of floor space.

customers from Mandalay can come to shop that can represent various classes of customers.

Results/ Finding Analysis on Customer Retention of Supermarkets

To prove thesis objectives, multiple linear regression model is used in this thesis. This model is a statistical technique that uses several explanatory variables to predict the outcome of a response variable. The model is

$$Y_i = \beta_0 + \beta_1 X_{1i} + \beta_2 X_{2i} + \dots + \beta_k X_{ki} + u_i$$

- where
- Y_i = dependent variable,
 - β_0 = intercept,
 - $\beta_1, \beta_2, \dots, \beta_k$ = slopes,
 - $X_{1i}, X_{2i}, \dots, X_{ki}$ = independent variables,
 - u_i = random error term.

Table 1: Effect of Behavior Setting Factors on Consumer Responses

Model	Unstandardized Coefficients		Standardized Coefficients	Calculated 't' value	Significant P value
	B	Std. Error	Beta		
1 (Constant)	.230	.159		1.449	.149
Informational Social	.329***	.044	.379	7.436	.000
Normative Social	.114**	.053	.107	2.137	.034
Temporal	.244***	.056	.250	4.361	.000
Regulatory	.260***	.066	.225	3.966	.000
R	.837				
R square	.700				

Source: survey data (2015)

***, **, Indicates that 't' is significant 1% , 5% level

Four out of the five independent variables had a significant correlation with approach, with physical factors not correlating significantly.

$$Res = 0.230 + 0.329 Si + 0.244 Tem + 0.260 Reg + 0.114 Sn$$

According to this Table, the all factors are significant at 1 % level. Therefore, it can be concluded that all behaviour setting factors significantly effect the response of customers of supermarket. It is found that the estimated value of coefficients for informational social factor is highest and the second value of coefficient is temporal and the third value of coefficients is regulatory factors and the fourth value of coefficients is normative social factor.

The result shows that informational social factor is significant at 1% level and normative social factor is significant at 5% level. The coefficient value of informational social is 0.329 and normative social is 0.114. A social factor (normative social and informational social) is significant among behaviour setting. Social factor is the main influencing factors on consumer's responses of supermarkets. In this study, the customers choose to shop in supermarket due to abundant products, popular and a good opportunity to shop with family and friends; sales personal are friendly and nice with focus on individual customers, have knowledge to serve rapidly has a modern feel and has lots of well-known stores. It can be concluded that social factors affect consumer's response factors. Therefore, social factors are critical for customer retention of supermarket industry.

Another influencing factor on consumer's responses of supermarket is temporal factor. The results show that, temporal factor is significant at 1 % level. The reason of customer retention of supermarket is a lot of time has to be spent queuing in the supermarket, time enough to do everything, Without rush and opening and closing time is convenient. Therefore, it can be concluded that, this factor is crucial as well as other factors.

Moreover, the customer retention of the supermarkets in Mandalay is influenced by regulatory factors. It is important for supermarkets to obtain, maintain and increase the potential customers and existing customers through the regulator factors they have and applied. These factors are parking is not restricted, security personnel are visible, provides fresh food and meat, count bill clearly, special discount, offer promotion and right price and quality products. Therefore, it affects the customer retention of supermarket in Mandalay.

When examining the effect of the situational stimuli on responses, physical, normative social, informational social, temporal and regulatory factors have a significance. As a result, the overarching objective that

consumer response is affected by variables in the behaviour setting is partially supported.

In summary, the results confirm the role of the consumer behaviour setting in the BPM and objective 1, which predicts that the behaviour setting would have an effect on consumer behaviour: in this study, consumer response. The results suggest that social factors are more commonly related to consumer response than other factors in the behaviour setting.

Table 2: Effect of Learning History on Consumer Responses

Model	Unstandardized Coefficients		Standardized Coefficients	Calculated 't' value	Significant P value
	B	Std. Error	Beta		
1 (Constant)	0.288**	0.144		1.997	.047
Utilitarian learning history	0.534***	0.055	0.491	9.627	.000
Informational learning history	0.425***	0.053	0.410	8.028	.000
R	.840				
R square	.705				

Source: survey data (2015)

When the results are calculated by using the backward, the best estimated multiple linear regression model is

$$\text{Res} = 0.288 + 0.534\text{ULH} + 0.425\text{ILH}$$

According to Table 2, utilitarian learning and informational learning are significant at 1% level. The coefficient value of utilitarian learning history is the highest and it is 0.534. The coefficient value of informational learning history is 0.425. According to the results, learning history (utilitarian learning and informational learning) is significant level among pre-behaviour factors. Learning factor is the main influencing factors on consumer's responses of supermarkets. In this study, the customers choose shopping in supermarket due to good mood, saving time, getting feedback on purchase from friends, good service offered, solving customers' compliant immediately, reasonable price/quality ratio, being important to visit supermarket for ability to buy everything and a lot of choices and are more economical.

It can be concluded, that the Beta value of utilitarian learning history is (.491) which increases more than the Beta value of information learning history (.410). Therefore, utilitarian learning history does appear to show a large significant correlation with responses (approach). Customer who score higher on the utilitarian learning history component value acquisition of positive feedback, keeping up with current fashions and believe it is important to be seen in the right sort of places. It is a description of learning history that offers some indications of how they might expect the measure to inform behaviour. If learning history is to be considered as the "encouraging / inhibiting propensities to respond based on utilitarian, informational and aversive consequences of prior responding"(Leek, Maddock et al., 2000), then it is expected that higher scores on the measure of utilitarian and informational learning history should correspond to increases in likelihood of responding.

In addition, the analysis of customers' response by utilizing pre-behaviour namely behaviour setting and learning history, it is found out that the responses are good. Because physical, exploratory, communication and performance satisfaction can be concluded as good, responses of customers become also good and customer retention can be achieved out. Therefore, the objective of "consumer response is affected by variables in the learning history" is fully supported.

Table 3: Effect of Consumer Responses on Utilitarian Reinforcement

Model	Unstandardized Coefficients		Standardized Coefficients	Calculated 't' value	Significant P value
	B	Std. Error	Beta		
1 (Constant)	.769***	.131		5.881	.000
Responses	.765***	.034	.816	22.304	.000
R	.816				
R square	.666				

Source: survey data (2015)

When the results are calculated by using backward, the best estimated multiple linear regression model is

$$UR = 0.769 + 0.765 \text{ Res}$$

According to Table 3, an approach response is significant at 1% level. The coefficient value of approach responses is 0.765. Utilitarian reinforcement, which considers the functional and enjoyable reinforcing elements of visits, in terms of productivity, efficiency, satisfaction and effectiveness displays a large correlation with approach. Therefore, consumers who report higher levels of such reinforcement are likely to be more willing to approach the supermarket, encompassing likelihood of patronage, exploration in store, willingness to communicate with others, and performance satisfaction.

Table 4: Effect of Consumer Responses on Informational Reinforcement

Model	Unstandardized Coefficients		Standardized Coefficients	Calculated 't' value	Significant P value
	B	Std. Error	Beta		
1 (Constant)	1.570***	.177		8.888	.000
Responses	.477***	.046	.546	10.292	.000
R	.546				
R square	.298				

Source: survey data (2015)

When the results are calculated by using the backward, the best estimated multiple linear regression model is

$$IR = 1.570 + .477 Res$$

According to Table 4, an approach response is significant at 1% level. The coefficient value of approach responses 0.477, therefore, this result of approach responses is positive correlation between dependent variable and independent variable. Like utilitarian reinforcement, informational reinforcement returns a large significant correlation with approach. Therefore, consumers who report higher levels of such informational reinforcement are likely to be more willing to approach the supermarket, encompassing likelihood of patronage, exploration in store, willingness to communicate with others, and performance satisfaction.

Table 5: Effect of Consumer Responses on Punishment

Model	Unstandardized Coefficients		Standardized Coefficients	Calculated 't' value	Significant P value
	B	Std. Error	Beta		
1 (Constant)	2.510***	.267		9.409	.000
Responses	.223***	.070	.198	3.184	.002
R	.198				
R square	.039				

Source: survey data (2015)

When the results are calculated by using the backward, the best estimated multiple linear regression model is

$$PU = 2.510 + .223 \text{ Res}$$

According to Table 5, an approach response is significant at 1% level. The coefficient value of responses is 0.223; therefore, this result of responses is positive correlation between dependent variable and independent variable. Although supermarkets conduct pre-behaviour (physical, social, temporal, regulatory and learning factors) to become good for consumer response, customer retention cannot be maintained as a result of shortage of goods by the supplier who cannot send in time, timely fulfillment cannot be carried out for the customers' desire; the price is higher than competitor's businesses, and they change to purchase in other supermarkets. Hence, in order to avoid this, supermarkets are practicing supply change management systematically and continue to retain the customers.

Table 6: Effect of Reinforcement on Customer Retention

Model	Unstandardized Coefficients		Standardized Coefficients	Calculated 't' value	Significant P value
	B	Std. Error	Beta		
1 (Constant)	1.856***	.217		8.565	.000
Informational Reinforcement	.366***	.072	.358	5.061	.000
Utilitarian Reinforcement	.159**	.067	.167	2.367	.019
R	.479				
R square	.230				

Source: survey data (2015)

When the results are calculated by using the backward, the best estimated multiple linear regression model is

$$CR = 1.856 + 0.159UR + 0.366IR$$

According to Table 4.39, reinforcement is significant at 1% level. The coefficient value of utilitarian reinforcement and informational reinforcement are 0.159 and 0.366.

After analyzing behaviour such as physical, social, temporal, regulatory, learning factors, it is continued to study reinforcement and punishment which is post- behaviour. Mutual benefits between supplier and retailer can also enhance mutual advantages between customers and supermarkets in such a way that good quality products are supported by the supplier, retailers sold at reasonable price and proper price, and promotion events are held by some business person by giving discount and free samples. Moreover, CSR activities (e.g, education, environment, community livelihood and health) are under taken by the supermarkets which are recognized by the public, trust enhance on the supermarket, and increase repeated by purchase by the customers.

From a behavioural perspective, supermarkets should pay attention to all the behavioural elements that drive retention; this will give a good explanation of how retailers can maintain and strengthen relationships with existing customers. Reinforcement (utilitarian and informational) is significant level among behaviour setting. Reinforcement is the main influencing factor on customer retention of supermarkets. According to the results, the supermarkets retain their customers due to saving time to visit this

supermarket, felt good after shopping prefer the products that they buy from the supermarket, recommend to others; positive attitude to this supermarket, as the best for shopping, always remember only this supermarket and loyalty to this supermarket increased because of service delivery, at least to go to this supermarket three times. Therefore, the objective of "reinforcement effect on customer retention" is fully supported.

To sum up, the results of statistical analysis of relationship between customers and suppliers show that the majority of the surveyed supermarket is how to retain their customers by achieving high customer satisfactions by exercising BPM such as pre-behaviour (behaviour setting-physical, social, temporal, regulatory and learning history) and post-behaviour (reinforcement and punishment). And then, reinforcement appeared to affect retention of customers. According to major findings of this study, behaviour setting and learning history are more for customer retention. Therefore, the success of supermarkets depends on good retention strategies. Thus, the supermarket is to build up high performance of these retention strategies. As a result, the more they concentrate on behaviour perspective model in their workplace, the greater benefits they will acquire from high satisfaction of their customers and effectively retained their existing customers and new customers.

Discussions

According to the survey results, it was found that the majority of supermarket consumers are the younger age group and middle age group. The reason is that today's youths are more interested in shopping than old people. Moreover, many middle-aged people are married and they enjoy shopping with family.

The findings of this study show that many of the supermarket consumers are the females who are the dominant group. Naturally, women are more interested in shopping than male, whether the lady is old or young, she appreciates the beauty and has to do household chores. That may be the reason for women to go shopping to the supermarkets in order to buy the necessities which are available at one place. Moreover, it can be concluded that there are gender differences in shopping motivations and beliefs, with females significantly favouring hedonic motivation (of which social shopping is a dimension) when shopping than males.

Furthermore, most of the supermarkets consumers have a relatively high educational background and also, they are government staff, company staff, and self-employed and independent. Moreover, it is known that most of the supermarket consumers are government staff because they have less private time for shopping and it is convenient for them to shop at the supermarkets where varieties of goods are available.

Additionally, the findings indicate that most supermarket consumers spend their personal and family cash in shopping and shop at the supermarket. According to the results, the income of majority of customers is between Ks 1 lakh – 2 lakhs and 2 lakhs – 3 lakhs because most of the customers are government staffs and company staffs. Therefore, it can be concluded all customers are found to have fair amount of income. Regarding the average monthly shopping times, most consumers shop twice a month. Consumers mostly purchase food, make-up and hygiene and stationary at supermarkets. Concerning the consumers' choice of supermarkets in terms of service, product quality and price, varieties of products, most consumers prefer City Mart & Ocean.

The first objective is to investigate the effect of behavior setting on consumer response of supermarkets in Mandalay. The findings show that the behaviour setting element is one of the main pre-behaviour retention drivers. As illustrated previously, the behaviour setting was categorized into four elements according to the BPM: physical setting, social setting, temporal setting and regulatory setting. Among the four behaviour setting factors in the BPM, social factors have been found to have the strongest relations with consumer response. Moreover, the findings show that the social setting is the main factor affecting consumer choices, especially when a customer has a lack of experience of the purchased object.

The second behaviour setting that influences consumer choice is the temporal setting and it was found to have a positive influence on their choice. The main temporal elements found essential for creating possible stimuli for customers include when shopping in supermarkets, consumer flexibility regarding the opening and closing time of it is convenient, not to rush in the supermarket. It can be concluded that temporal factors have effect on consumer responses.

Moreover, the regulatory setting also influences consumer responses. The main studied elements that were found to be critical for customer retention were flexibility in parking without restraint, availability of fresh food and meat, reliability in bill paying and frequent promotions.

To summarize, the behaviour setting elements were found to be essential because marketers communicate a selection of stimuli to customers in the market place. Therefore, behaviour setting is stimulation for customer retention of supermarket. Each behaviour setting element plays a critical role in delivering and contributing to the specific types of discriminative stimuli aimed at the consumer in a repeat-purchase context, which signals behavioural consequences when interacting with the customer's learning history.

The second objective is to identify the effect of learning history on consumer response of supermarkets in Mandalay. While the social setting is essential for the relationship's continuation, the building of strong social bonds relies on establishing a high degree of interaction between customers and suppliers. These continuous interactions are seen as a process that enhances and accumulates the customer's learning and knowledge. If positive experiences are established, the possibility of customer retention will greatly increase. This opinion is expressed by learning history findings. The consumers' knowledge comes from the learning and experiences about product, prices, promotion and services of supermarkets. Supermarkets offer different products at one place at right price, and right quality. Supermarkets use several promotion techniques to attract consumers. Hence, most consumers get their knowledge about supermarkets from their experiences and much information provide by sales promotions, word-of-mouth recommendation form others and mass media advertising. Supermarket consumers enjoy such advantages as product variety, right quality and price, saving times and fulfilling needs by shopping at supermarkets. Especially, supermarket consumers can shop in a relaxed atmosphere with high standard than traditional markets. Therefore, it can be concluded that learning history is found to be one of the main pre-behaviour retention drivers. Moreover, learning history is strong, not only customer repeats purchase but also supermarkets retained customer.

The third objective is to find out the effect of consumer response on reinforcement and punishment of supermarkets in Mandalay. The factors

loading results show that reinforcement has two factors such as utilitarian reinforcement and informational reinforcement. According to the results, it can be concluded that an approach response is significant. The coefficient value of approach responses is good. Like utilitarian reinforcement, informational reinforcement returns a large significant correlation with approach. Reinforcement, which considers the functional and enjoyable reinforcing elements of visits, in terms of productivity, efficiency, satisfaction and effectiveness displays a large correlation with approach. Therefore, consumers who reported higher levels of such reinforcement are likely to be more willing to approach the supermarket, encompassing likelihood of patronage, exploration in store, willingness to communicate with others, and performance satisfaction.

It is found that among the factors such as having much cost for going to supermarkets, being difficult to go, having complexation to search the items in the supermarket, and moving to buy from other supermarkets, it is not only convenient for the customers but also less to buy from other supermarkets. Hence, it is learnt that customer retention of supermarkets is strong and punishment become less.

Otherwise, if behaviour setting provided to customers from the supermarkets is weak, customers would not continue to encourage and as a result, their retention would not surely be good. If so, supermarkets have to re-prepare how to respond their weakness according to the feedback.

The main objective is to study the effect of reinforcement on customer retention of supermarkets in Mandalay. According to the results, utilitarian reinforcement is found to be the main customer post-behaviour driver. The results show that the utilitarian reinforcement stimulates customer retention behaviour and supplier choice positively. In other words, the more positive and satisfactory the consequences gained by customers through owning, using and consuming right products/services, the higher the repeated behaviour possibility will be. The main post-behaviour consequences that contribute most to customer retention are the branded product and varieties of product bought within the supermarket offer. The results reconfirm that the main supermarket service component that encourages customers to become involved in long-term relationships with suppliers. Attracting new customers and extending relationships with current customers depends on the amount

and type of utilitarian reinforcement consequences that will gain when a consumer evaluates suppliers before deciding to enter into a long-term relationship with one of them.

Regarding the indirect and intangible benefits received by consumers, informational reinforcement is also found to be one of the main customer behaviour drivers. The main informational reinforcement that was found to stimulate customers into buying supermarket offerings is the positive self-satisfaction values that are received through using firms' products and services in terms of improving relationships and interactions with others. Additional benefits found to be essential in the process of choosing a supplier are factors such as positive feedback from others and feeling safe and secure when using a supermarket service. The functionality effect of informational reinforcement is significant as it enhances customers' positive sensorial feelings which encourage them to favour relationships with one particular supplier over its rivals because it satisfactorily meets hedonic needs. Therefore, according to the results, informational learning history does appear to show a large significant correlation with responses (approach-avoidance). People who score higher on the informational learning history component value acquisition of positive feedback, keeping up with current fashions and believe that it is important to be seen in the right sort of places. People who score highly on this dimension also tend to score highly on approach-avoidance scores also, so consumers may be more likely to approach supermarket that they believe will yield high levels of informational reinforcement. It can be concluded that reinforcement factors affect customer retention.

Summary

Customer retention is the important basis for customer relationship. Therefore, this study explores the effect of customer retention of supermarkets. Based on the findings of the study, customer retention is most influenced by social factors. Surveyed results describe that sale personal participation in the majority of the stores are still at initial stage such as products information sharing to consumers and acceptance of suggestions. Such participations contribute to get highly committed sale personal and achieve high sale volume to some extent. The majority of the supermarkets conduct temporal settings by using store opening hours, a specific time of

day/season, the time available for consumers. Moreover, the regulatory setting also influences consumer responses. The main studied elements that were found to be critical for customer retention were flexibility in regard to parking which is not restricted, provides fresh food and meat, count bill clearly and offer promotion often. The social setting is essential for the relationship's continuation; the building of strong social bonds relies on establishing a high degree of interaction between customers and suppliers. These continuous interactions are seen as a process that enhances and accumulates the customer's learning and knowledge. Learning history is found to be one of the main pre-behaviour retention drivers. Moreover, learning history is strong, not only customer repeats purchase but also supermarkets retained customer. The factors loading results show that reinforcement has two factors such as utilitarian reinforcement and informational reinforcement. The main post-behaviour consequences that contribute most to customer retention are the branded product and varieties of product bought within the supermarket offer. The results reconfirm that the main supermarket service component encourages customers to become involved in long-term relationships with suppliers. Attracting new customers and extending relationships with current customers depends on the amount and type of utilitarian reinforcement consequences that will gain when a consumer evaluates suppliers before deciding to enter into a long-term relationship with one of them. The main informational reinforcement that was found to stimulate customers into buying supermarket offerings is the positive self-satisfaction values that are received through using firms' products and services in terms of improving relationships and interactions with others. Additional benefits found to be essential in the process of choosing a supplier are factors such as positive feedback from others and feeling safe and secure when using a supermarket service.

Limitations and Further Research

This study focuses only on customer retention of supermarkets in Mandalay. Therefore, future study will need to cover the whole country of Myanmar, such as Yangon, Naypyidaw, Mawlamyaing, and Patheingyi so that it can reveal different effects perhaps due to different geographical, cultural contexts and level of urbanization. Therefore, the analysis of the customer

retention on supermarkets in other major cities will be useful extension of this study. The study of the relationship between customer retention and behaviour perspective model used by supermarkets in other major cities will also certainly provide BPM which can improve retaining consumers, superior value and build long-term relationship between customers and supermarkets in Mandalay. In addition, this study examined impact of customer retention on supermarket in term of behaviour setting (pre-behaviour and post-behaviour). Thus, further study should include other measurements of employees' retention on supermarkets in terms of employee motivation, employee satisfaction and employee loyalty on firms by using behaviour perspective model. The use of BPM to other industry such as restaurants, education and consultancies should also be areas of future research possibly leading to achieving useful outcomes to draft customer retention strategies in relevant industries. Since the scope of the present study is limited only to the reinforcement and punishment, it is suggested for further studies to carry out punishment and the feedback from it in consequence. In conclusion, it is hoped that the findings of the present research would be, more or less, very advantageous to the fellow researchers who have keen interest in customer retention and it also calls for further researches in other related areas of customer retention.

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