



IMPACT OF CUSTOMER RETENTION IN HOSPITALITY MANAGEMENT.

**CASE STUDY OF RADISSON BLU HOTEL AND RESIDENCE, ABORETUM
NAIROBI.**

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DECLARATION

This proposal is my original work and has not been presented for a diploma in any other university or college.

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This proposal has been submitted for review with my approval as the college supervisor.

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DEDICATION

This research is dedicated to my family as they have shown me love and support in my education journey. Especially my parents they have encouraged me in challenging moments not to be discouraged but to focus in achieving my goals. I also dedicate this research to my friend Cynthia and my able lectures for giving me unwavering guidance and support in my academics as it has inspired me in every step of the way.

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ABBREVIATIONS

CR- Customer retention

CRM- Customer relationship management

TRA- Tourism regulatory authorities

WTA- World travel awards

ABSTRACT

The hospitality industry is competitive in nature making customer retention increasingly important. Nowadays, many hotels and restaurants invest in customer retention strategies which have proven to be cost effective venture and a cornerstone of enduring success for many hotels. This study aims to examine the impact of customer retention in Radisson Blu Hotel and Residence. The study will give an understanding on the relationship between service quality and guest satisfaction and how it promotes customer retention. The study also aims to examine the factors that foster customer retention and the strategies that hotels implement to retain customers in the hospitality industry. This will be descriptive research that will adopt both the qualitative a quantitative method approach. The population will be drawn from Radisson blu staff, the top management which will be purposively selected and the other randomly selected staff. Research instruments that will be used are questionnaires and interviews. The data drawn from the interviews will be analyzed using content analysis and the data drawn from the questionnaires will be analyzed through descriptive analysis. The findings of the study will provide knowledge on the impact of customer retention in hospitality management.

CHAPTER 1: INTRODUCTION

1.1 INTRODUCTION

Chapter one contains background of the study, which provides background information of the study. It also describes the purpose, objectives, significance and the limitations of the study.

1.2 BACKGROUND OF THE STUDY

Customer retention is a combination of two words, “customer” and “retention”. Where a customer is an individual that purchases goods and services from a business. Alternatively, retention is defined as the ability of a company to retain its existing customers and ensure repeat business. Customer retention is a marketing objective of preventing customers from shifting to the competitors over a longer period (Soliman & Kamel, 2021). It indicates whether your product and the quality of your services please the existing customers and focuses on creating positive experiences, building relationships and providing value that encourages customers to return rather than switching to competitor.

Kenya is a major tourist destination that experiences good tourist influx every year this has contributed to substantial investments in the hospitality industry as it has contributed to the growth of hotels. Nairobi being the capital city of Kenya has been influenced by tourism as many guests come to explore the beauty of our country. Nairobi City was honored as the top city in the world in the “Best in Travel 2024” by United States based travel agency, lonely planet as well as “Africa’s Leading Business Travel Destination” an accolade by the World Travel Awards (WTA).

Radisson Blu Hotel and Residence is one of the best and leading hotels in Kenya. It has stylish retreats for business and leisure. The serenity of the hotel makes it a safe and unique place. The hotel's 122 rooms and suites that offer the perfect base to explore Nairobi Arboretum. The hotel's contemporary interiors feature upscale amenities and exclusive services like free Wi-Fi, individual climate control and 24-hour room service(Radisson Blu, 2024).Radisson blu has also won several awards according to(World Travel Awards, 2023) which has made it to grow as a brand worldwide.

This has really increased competition in hospitality industry, therefore most hotels majored their marketing strategies more on attracting new customers(Ndungu, 2021). while this is a good thing it has proven to be a costly venture because it demands vigorous and continuous marketing, and with the unstable economy world over new strategies had to be put in place, this is what gave birth to the strategy of customer retention as a way to maintain and manage costs but equally ensure they stay in business.

Retention of customers has taken a center stage due to the business dynamic nature (Global Association of the Exhibition Industry, 2021)). Retaining customers has proved to be a competitive exercise in the current dynamic market paradigm. Buttle and Maklan (2019) asserts that CRM is a technique of relationship marketing and a process that has enabled firms to identify, evaluate, analyze and serve customers to improve customer relationships. The hospitality industry in general is a very competitive business venture as its major purpose is to provide leisure and luxury, which means the clientele, is more focused on top-notch service providing and updated technology not to mention sumptuous meals.

In such a competitive industry, establishing guest loyalty is the cornerstone of enduring success for any hotel. This necessitates the implementation of effective customer retention strategies for hotels. Radisson blu is a good example as it learnt about this earlier and majored in loyalty rewards as a way to entice customers to come back giving them a never-ending benefit.

Customer retention practices have been identified by various scholars. They include customer orientation, complaint handling, relationship development, customer loyalty, service quality, technology adoption and employee behavior (Al Qeed et al., 2017; Bhatt, 2020; Kartikawati et al.2020; Sofiet al., 2020). All these practices make it possible to retain customers.

Figure 1.1 below goes further to magnify why customer retention is a major management objective by emphasizing concrete observations made on the importance of retaining customers.(Kiniulis, 2021)



1.3 STATEMENT OF THE PROBLEM

Customer retention has become a major objective of relationship marketing, mostly because of its ability to deliver superior relationship economics, such that it will cost less to remain with the same customer rather than acquiring a new one.(Muli, 2019)According to the economic survey report of 2018, the growth rate of the hotel business in Kenya has been steadily declining, falling from 18.1 percent in the final quarter of 2016 to 12.1 percent at the end of 2017 (Kenya National Bureau of Statistics, 2018).

In today's competitive market, customers are more price- sensitive. The customers want to get quality products and services at an affordable price. For instance, high prices in Radisson Blu Hotel and residence can make customers find other restaurants or hotels where they can find similar food items and service at an affordable price. Therefore, businesses need to be mindful of their pricing strategies to attract and retain customers. Businesses should find a balance between offering competitive pricing and providing excellent service and quality to meet the expectations of price-sensitive customers without compromising on the business's profitability.(Speak, 2024).

Lack of personalization is also a challenge that customers face not only in Radisson Blu, but also in other five star hotels. When the hotel fails to recognize a repeat guest or does not offer similar services based on previous preference. This happens mostly since the hotel hosts different guest and they may not be able to recognize repeat guest. Hence, this makes the repeat customer feel unappreciated and not valued. As a result, the customer will look for better option. Therefore the study aims to ascertain the importance of acknowledging the customers and providing good service quality so as customers can be retained and bring long-term success in business.

1.4 PURPOSE OF THE STUDY

The purpose of the study is to investigate the impact of customer retention in hospitality establishments in Kenya. The significance of retaining customers, the factors that foster customer loyalty and the strategies implemented by hotels and restaurants in Nairobi to retain customers with regard to Radisson Blu Hotel and Residence.

1.5 RESEARCH OBJECTIVES

1. To identify key factors that influence customer loyalty in Radisson Blu Hotel and Residence, Arboretum Nairobi.
1. To identify the role of branding in fostering customer loyalty and retention in Radisson Blu Hotel and Residence, Arboretum Nairobi.
2. To determine strategies implemented to retain customers in Radisson Blu Hotel and Residence, Arboretum Nairobi.

1.6 RESEARCH QUESTIONS

This study seeks to answer the following research questions:

1. What factors influence customer loyalty in Radisson Blu Hotel and Residence, Arboretum Nairobi?
2. What is the role of branding in fostering customer loyalty and retention in Radisson Blu Hotel and Residence, Arboretum Nairobi?
3. What strategies can be implemented to retain customers in Radisson Blu Hotel and Residence, Arboretum Nairobi?

1.7 SIGNIFICANCE OF THE STUDY

The study will enhance the understanding of customer loyalty which is crucial in hospitality industry. It will also suggest ways of improving guest satisfaction and experience, as understanding retention factors allows for tailored services that meet customer needs. Lastly, insights gained from the findings can equip hotels with the knowledge to optimize their marketing efforts to drive sustainable success.

1.8 LIMITATION AND DELIMITATION OF THE STUDY

1.8.1 LIMITATION OF THE STUDY.

1. Obtaining reliable data on customer behaviors can be challenging leading to inaccurate conclusions.
2. Customer preferences can change quickly, making findings potentially outdated.
3. There can be challenges in collecting reliable data, especially if customers are not willing to share their opinions.

1.8.2 DEMILITATIONS OF THE STUDY.

The study will only focus on one restaurant, therefore affecting generalizability of the findings.

CHAPTER 2: LITERATURE REVIEW.

2.1 INTRODUCTION

This chapter will contain reviews of related literature guided by research questions, that is; what factors influence customer loyalty in hospitality industry? What is the role of branding in fostering customer loyalty and retention in five-star hotels in hospitality industry? What strategies can be implemented to retain customers in hospitality industry?

2.2 CUSTOMER LOYALTY

Customer loyalty refers to a customer's willingness to return to a company or business in order to purchase its services or products over time (Szaniawska-Schiavo, 2024). It often results from positive experiences, quality products, good customer service, and emotional connections with the brand. Loyal customers stick with the business over time as they repeatedly purchase products or services and they also recommend the products to others. This brings a long term success to the hotel as a result of retaining customers and also having more customers. This is one of the major reasons as to why the five-star hotels in Nairobi like Fairmount Norfolk, Radisson Blu, Villa Rosa Kempinski, The Boma hotel and many others have managed to stay in business after decades even when odds are against them like when the economy was threatened by the recent pandemic. Customer loyalty is influenced by factors like, service quality, customer satisfaction and loyalty programs.



F2.1 shows growth in hotel loyalty program membership a key indicator in customer retention(Rothman, 2024).

2.2.1 Service quality

Service quality is a crucial matter in hotels since there are many hotels in the market providing the same or similar services, it is very important not only to attract, but also to retain the customer. A good example is Radisson Blu Hotel and Fairmount Norfolk, they are both five-star hotels in Nairobi and they also offer similar service like meals and accommodation, but the quality of service they offer is the one that separates them from the rest. In today's world, one viral video clip of poor service quality can absolutely destroy business reputation. Word of mouth can spread at an extremely fast pace and the amount of customer loss would be overwhelming. Service value (i.e., convenient hours , quality service, friendliness), as well as length of ownership influence service retention, also, gender moderates the service value dimensions and service retention relationship such that various components of service value were

significant predictors of service retention for females (Darley & Luethge, 2019) Hence service quality is considered an important concept.

According to the research done by the researcher, most of the restaurants and hotels in Nairobi put strategies so as to provide quality service. one of them is professionalism, how they conduct themselves as professionals in their particular jobs. Example; their interaction with the guest, cleanliness and consistency in their products and service. This entirely makes customers satisfied, hence being loyal to the hotel. For instance, if the customer is warmly welcomed, addressing their request in a friendly yet professional way, it will make them feel valued as a customer and also feel like they are receiving value for their money. By doing this the hotel will retain many customers and even have more customers.

2.2.2 Loyalty programs

According to the American Marketing Association (2020), Loyalty programs can be defined as a continuous incentive package offered by a retailer with the aim of encouraging and rewarding customers to ensure they maintain a long-lasting bond with them. Today, hotel customers no longer want to experience only genuine services from providers; they want more personalized services. Customers seek better deals, demand amenities, write reviews, and share their experiences from hotels. The loyalty program is an essential tool for hotels to achieve success in business over their competition.

Worldwide, the best five-star hotels with the best loyalty programs are; Marriott Bonvoy, Hilton Honors, World of Hyatt and Radisson Blu Hotel. Since they offer free upgrades, complimentary breakfast, access to exclusive lounges and even free nights once you accumulate enough points. This has made these hotels to remain at the peak due to the unique loyalty programs they

provide to their customers and resulted to customer retention and also retain the brand's position in the competitive market.

According to (Tourism regulatory Authorities,2024), Radisson Blu, Villa Rosa Kempinski, Fairmount Norfolk and Sarova Stanley are the best in loyalty programs in Kenya making them to be the best rated in the country. “TRA's director-general Kipkorir Lagat noted that the rating exercise was conducted fairly and in line with laws and regulations stipulated by the East African Community (EAC) Classification Criteria” (Kenyans.co.ke, 2024).since the records says, they usually have high numbers of customers, Not only the external guests from other countries, but also domestic customers from our country since they provide great offers to loyal customers. This has been a positive strategy as they have retained customers and a successful business which is evident in the market.

2.3 ROLE OF BRANDING IN FOSTERING CUSTOMER RETENTION

Branding is the process of creating a distinct and memorable identity for a product, service, or company. It involves shaping perceptions, emotions, and experiences that consumer's associate with the brand. Effective branding establishes a connection with customers on an emotional level, creating a sense of trust, reliability, and familiarity ((Mamta, 2024)) .In today's competitive market landscape; businesses are constantly seeking strategies to not only attract customers but also to retain them in the long term. One of the most powerful tools in achieving this goal is effective branding. Branding goes beyond just a logo or a name; it encompasses the entire experience and perception that customers have with an organization.

Branding builds trust and credibility which communicates reliability and consistency. This assures the customer that they will receive the same level of quality of service every time they

interact with the brand. In Kenya, if you are asked to mention exceptional brands of hotels, you will mention, Radisson Blu, Villa Rosa Kempinski, Sarova Stanley, Fairmount Norfolk and many more because they are familiar. Yet, for every hotel or restaurant to exist it must have a brand. Differentiation is key to standing out and attracting loyal customers. Example; how Radisson brands itself will determine the customers they will receive. This also applies to the other restaurants and hotels in Nairobi; the uniqueness of the brand is the one that differentiates them. A strong brand identity sets businesses apart from competitors and gives customers a reason to choose one brand over another.

Branding is a powerful tool for fostering customer loyalty and retention in the competitive business environment. The brands with the good reputations are the ones that survive in the market. While building trust and loyalty forms the foundation, creating an emotional connection with your customers can elevate your brand to new height. This is where you find customers sharing their experience on the hotel's platform, on how the services and products were, which upsells the brand. If the experience is positive then the good reputation will retain customers and even gain more, leading to profitability of the hotel.

According to (Anon, 2024) Effective branding also plays an important role in reputation management, ensuring that your business is perceived positively. When customers trust your brand, they're more likely to return, boosting retention rates. Essentially, strong branding is foundational for creating lasting relationships and driving long-term business success. In conclusion, branding plays a major part in customer retention, it is a strategy which has been applied by the five-star hotels in Nairobi, cbd and has been a success not only in our county, but also internationally especially when the tourists visit, they choose these brands over and over again.

2.4 STRATEGIES TO RETAIN CUSTOMERS

In the competitive hospitality industry, establishing guest loyalty is a cornerstone of enduring success for any hotel. They are simply measures put in place for the business venture to be successful. According to (Saravana Kumar, 2024) retaining a customer is much cheaper than acquiring a new customer. In fact, studies suggest that depending on the industry you are in, acquiring a new customer can cost five to seven times more than retaining an old one. Statistics also show an increase in customer retention by 5% can lead to a company's profits growing by 25% to around 95% over a period of time. This necessitates the implementation of effective customer retention strategies for hotels so as to gain more profit in business and also be competitive in the hospitality market. Some of the strategies include:

2.4.1 Differentiation strategy

Differentiation strategy is key for customer retention in hotels. It involves offering unique features or experiences such as personalized services, distinctive decor, exclusive amenities, or specialized packages so that hotels can stand out in a competitive market. This creates a memorable experience that encourages guests to return. According to (Starndard Reporter, 2024) the Tourism Regulatory Authorities of Kenya says that, accessibility, proximity to the main attraction, safety, comfort and tranquility is the one that distinct the five-star hotels from the other ranks in Kenya.

This is very evident, as for a hotel be rated five-star it must comply with the rules and regulation set by the tourism body. Since there is competition in hospitality, these five star hotels have different features that separate them from the other. Example; the Fairmount Norfolk is a historic gem; it is aesthetic in a way to capture all the history of Kenya but also provides luxury and

memorable moments. Whereas, Radisson blu is stylish in its nature for leisure to provide luxury and a great experience. The difference between these hotels makes them have different customers as different guests want to have different experience thereby retaining the customers as different brands.

2.4.2 Leveraging Customer Feedback

This is actively seeking and listening to guest reviews, hotels can gain valuable insights into guest preferences, expectations, and areas for improvement. This feedback provides hotels with an opportunity to address concerns, make necessary changes, and show guests that their opinions are valued. Customer feedback plays a key role for firms in creating a sustainable competitive advantage and building good customer relationships (Andreini et al., 2018). Feedback contributes to understanding the customer journey, enabling informed decisions to enhance positive touch points and address shortcomings. (Jr, Daniel powers, 2024). Customer feedback serves as an invaluable source for continuous improvement, helping businesses adapt to changing needs, preferences, and market trends, ensuring competitiveness. (Jr, Daniel powers, 2024). This is one of the strategies that most restaurants and hotels use to retain their customers.

2.4.3 Social Media Engagement and Influencer Marketing

Social media platforms offer a powerful avenue for engaging with guests and building brand loyalty which also leads to customer retention(Patil, 2023).Currently; this is one of the strategies used by many hotels, not only the five-star but also other hotels. Maintain an active presence on platforms such as Instagram, Facebook, and Twitter. Share captivating visuals and stories that

highlight the unique aspects of your hotel and its offerings, these brands the hotel in the competitive market.

According to (Pengnate & sarathy, 2017), they reported that both flexibilities on the organization's on-line programs and aesthetically pleasing were indicators of on-line confidence. It can, therefore, be argued that on-line trust is established mainly through customer's self-perceptions based on their direct experiences and interaction with online hotels response to remarks and information. Therefore, by leveraging the power of social media and influencer marketing, you expand your reach and build a community of loyal followers who are passionate about your hotel.

2.5 Conclusion

Businesses exist in the markets due to customers and every goal of a business whether large or small is to make profit from sales. Customers are so vital in businesses; hence they are to be retained for long-run success. This chapter reviewed what majorly influences customers to be loyal, the role of branding in fostering customer retention and the strategies that five-star hotels in Nairobi implement to retain customers. Firstly, when customers are pleased with the quality of products and services, they are more likely to return since they see the value of their money and also regular communication and engagement helps to build connection with the customer, making them feel valued.

Secondly, when customers get rewards such as discounts, points or special offers based on the amount spent or frequency of purchase they feel appreciated and recognized which strengthens their connection with the brand and also makes them gain the trust. Which make them satisfied customers and they might even recommend the brand to others bring a double success. The

information presented in the literature review shows the importance of customer retention in the five-star hotels and it is evident that the customer retention strategy has led to increase in profits compared to attracting new ones.

Thirdly, the strategies or measures like; leveraging customers feedback, differentiation and social media marketing all emphasize on how to be unique as a brand, taking keen of the customer's feedback either positive or negative and using good marketing strategies in social media platforms all with the aim to retain customers. Therefore this study seeks to emphasize customer retention broadly for success in the competitive market.

CHAPTER 3: RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction

This chapter highlights the methodological details of the study on the topic of impact of customer retention in hospitality management in Radisson Blu hotel and Residence, Arboretum Nairobi. It describes the research design, the location of the study, the target population, sampling techniques and sample size, data collection instruments, data collection procedures, data analysis, and logical and ethical considerations.

3.2 Research design

The research design for this study will be descriptive research methodology. This is an exploratory research method. It enables researchers to precisely and methodically describe a population, circumstance, or phenomenon (Dovetail, 2023). It involves using of surveys, administering questionnaires, Interviews and Observational studies to gather information about people's insights, opinions, feelings and experiences.

Quantitative and qualitative research approach will also be adopted in the study. Quantitative research approach involves data collection methods which focus on gathering numerical data that can be analyzed statistically while Qualitative research approach involves purposeful use of describing, explaining and interpreting data. The research methodology will enable the researcher to obtain knowledge and logical analysis of the findings on what makes customers return to the hotels and how it has impacted hospitality industry at large.

3.3 Location of the study

The research will be conducted in Radisson Blu hotel and Residence, Arboretum, in the heart of Nairobi city, the capital city of Kenya and an economic hub in East Africa. The hotel is rated as 5-star and also one of the best hotels for business and leisure activities in Nairobi. This makes it suitable for the research study and more conclusive results.

3.4 Target population

Population refers to the entire group of individuals or elements that share a common characteristic or feature (Willie & Willie, 2023). Target population is a group of individuals that the study researcher intends to conduct research in and draw conclusion of the study. The target population will be drawn from Radisson Blu hotel staff, food and beverage staff, sales and marketing staff, front office staff and the housekeeping staff. The kitchen has 20 staff, food and beverage has 25 staff, front office has 10 staff, housekeeping has 15 staff and lastly the sales and marketing department has 6 staff. This totals to 76 staff. The target population will be effective for providing reliable information on how to retain customers and its impact to Mawimbi seafood Restaurant and café.

Table 1: Kitchen staff (Researcher, 2024)

Kitchen staff	
Executive chef	1
Sous chefs	2
Junior sous chef	1
Chef de partie	6

Commi chefs	10
Total	20

Table 2: Food and beverage staff (Researcher, 2024)

Food and Beverage Staff	
Food and beverage manager	2
Restaurant manager	2
Supervisors	4
Head waiter/waitress	2
Waiters and waitresses	15
Total	25

Table 3: Front office staff (Researcher, 2024)

Front Office Staff	
Front office manager	2
Hostesses	2
Receptionists	3
Reservation personnel	3
Total	10

Table 4: Sales and Marketing staff (Researcher, 2024)

Sales and Marketing Staff	
General manager	1
Advertising directors	2
Market research director	3
Total	6

Table 5: Housekeeping staff (Researcher, 2024)

Housekeeping Staff	
Housekeeping manager	1
Rooms housekeepers	5
Floor housekeepers	5
Public area housekeepers	4
Total	15

3.5. Sampling techniques and sample size

3.5.1. Sampling techniques

Sampling techniques is a method used to select individuals from a larger population for the purpose of conducting a study. The goal is to obtain representative sample that can provide insight about the population without having everyone in order to get valid and reliable information. Sampling is the most preferred method, since gathering data from the entire population is often impractical, time- consuming and costly. Therefore, sampling techniques are

essential in research because they provide efficient and manageable data which can be used to draw generalizable conclusions for the study.

Purposive and random sampling techniques will be applied in the study. Purposive sampling is very specific as the researcher will obtain information from few individuals in the organization that can give valid and reliable information. For instance, the researcher will obtain information from the top management like food and beverage manager, Head waiter/waitress, front office manager, executive chef, Sous chef, junior sous chef, General Manager, Housekeeping manager and the Hostess as they are suitable to provide valid information about the restaurant. Whereas, Chef de partie, Commi chefs, Stewards, Waiters and waitresses, receptionist, advertising directors, rooms housekeepers, floor housekeepers, public area housekeepers and Market research director will be selected using random sampling techniques.

3.5.2 Sample size.

The sample size will consist of Chef de parties, Commi chefs, Supervisors, Waiters and waitresses, receptionist, advertising directors Rooms housekeepers, floor housekeepers, public area housekeepers, and Market research director. These represent the strata of the target population according to work position, rank and responsibilities. A sample population of 30% will be used. To determine the proportion in each stratum, a simplified proportion formula will be used on the Chef de parties, Commi chefs, Supervisors, Waiters and waitresses, receptionist, advertising directors, Rooms housekeepers, floor housekeepers, public area housekeepers and Market research director. A population of 60 will be used from the total of 76 after the top management was purposely selected. 16 will be purposively selected, and the 60 will be subjected to a 30% sample size.

Formula;

$(\text{Sample/population}) \times \text{stratum size}$

Sample = 30% of population

Sample = 30% * 60

Sample = 18

Table 6: sample size.

Respondent	Stratum size	Sample size
Top Management.		
Executive chef	1	1
Sous chefs	2	2
Junior sous chef	1	1
Food and beverage manager	2	2
Restaurant manager	2	2
Head waiter/waitress	2	2
Front office manager	2	2
Hostesses	2	2
General manager	1	1
Housekeeping manager	1	1
Strata		
Chef de partie	6	2
Commi chefs	10	3
Supervisors	4	1

Waiters and waitresses	15	5
Receptionists	3	1
Rooms housekeepers	5	2
Public area housekeepers	4	1
Floor housekeepers	5	2
Reservation personnel	3	1
Advertising directors	2	1
Market research director	3	1
Total	76	36

3.6. Research instruments

Data will be primarily collected using questionnaires and interviews.

3.6.1. Interviews

Interviews involve personal interaction between the researcher and the respondent. The Interviews will allow the researcher to collect detailed data about people's experiences, perceptions and attitudes which will enable the researcher to get an understanding on the context. The interviews will be conducted face to face through Google meet on the top management which was purposively selected. That is, the food and beverage manager, Head waiter/waitress, front office manager, executive chef, Sous chef, junior sous chef, General Manager, Restaurant manager, Housekeeping manager and the Hostess. The interviews will be structured to allow the researcher to obtain relevant information which is easier to compare across all participants.

During the interviews, the researcher will bring the questions clearly so that the respondents can understand and therefore give accurate data.

3.6.2 Questionnaires

Questionnaires will be given to the sample size of Radisson Blu population, this will not only be cost effective to the researcher but also will enable the researcher to obtain relevant data that will be easily analyzed. The questionnaires will include both open ended and close ended questions. The close ended questions will be used to quantify and analyze the data statistically while the open ended questions will be used to obtain qualitative and narrative data.

3.7 Data collection Procedures

In the study, data collection procedures involved will be questionnaires and interviews. The interviews will be done to the purposively selected individuals which are the top management. During the interviews the researcher will do an introduction and explain the purpose of conducting the study. For the questionnaires, an introductory statement will be attached to the questionnaire to outline the purpose of the research. The questionnaires will be administered to the top management which was purposively selected and the individuals who were randomly selected according to the stratum size.

3.8 Data Analysis

The data collected will be analyzed using descriptive analysis. The data collected using questionnaires will be summarized to provide a clear overview. This will be done using measures of central tendency like; (mean, mode and medium) and measures of variability like; (standard deviation, range and variance). The quantitative data will also be represented in tabular form

using charts and graphs. The qualitative data drawn from the interviews will be analyzed using content analysis. This technique will identify the common patterns and themes within the data.

3.9 Logistical and Ethical Consideration

A permission letter will be requested from BIHC, from the department of research and methodology to Radisson Blu Hotel and Residence Human Resource department for approval. The consent will be obtained from the participant and it will be voluntarily. Also, the identities of the participants will be kept confidential and the findings will be presented objectively and free from bias.

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APPENDICES

APPENDIX 1: CONSENT FORM

TITLE OF THE STUDY: IMPACT OF CUSTOMER RETENTION IN HOSPITALITY MANAGEMENT.CASE STUDY OF RADISSON BLU HOTEL AND RESIDENCE, ARBORETUM NAIROBI.

Dear Respondent,

My name is Abigail Chando. I am a student at Boma International Hospitality College, am currently pursuing a Swiss Diploma in Culinary Arts. I am conducting a research on the topic of “Impact of customer retention in hospitality management in Nairobi, Kenya”. The purpose if this research is to investigate the impact of customer retention in hospitality establishments in Kenya. The significance of retaining customers, the factors that foster customer loyalty and the strategies implemented by hotels and restaurants in Nairobi to retain customers.

Respondents are being invited to participate in this study. The participation will contribute to the success of the study and will be kept confidential. Any identifiable information will be kept private and will not be shared in any reports or publications resulting from the study.

Participation in this study is completely voluntary and the respondents have the right to withdraw from the study at any time without loss of benefits entitled or penalty. If anyone has questions about this study, feel free to contact the researcher: 0115997463.

Your participation will be much appreciated. Thank you.

Sincerely,

Abigail Chando,

Participant’s signature:

Date:

APPENDIX 2: QUESTIONNAIRE

Kindly tick where applicable ()

1. What is your age?

a. 18-25 ()

b. 26-35 ()

c. 36-45 ()

d. 46-55 ()

2. What is your department?

.....

3. What is your position?

.....

4. How long have you been working here?

a. Less than 1 year ()

b. 1-3 years ()

c. 3-5 years ()

d. More than 5 years ()

5. Are there any areas where you think the hotel should improve on customer retention strategies?

a. Yes ()

b. No ()

c. If yes, please elaborate

.....

6. How often do customers share feedback with you during your interactions with them?

- a. Very often ()
- b. Sometimes ()
- c. Rarely ()
- d. Never ()

7. What kind of feedback (positive/ negative) do you hear most frequently from customers?

.....

8. Do you feel equipped to address customer complaints or issues?

- a. Yes ()
- b. No ()
- c. If no, what additional support or training would you need?

.....

9. What new strategies would you suggest to improve customer retention?

.....

10. How can Radisson Blu hotel better support you in contributing to customer retention efforts?

.....

11. Do you have any other thoughts or suggestions regarding customer retention?

.....

APPENDIX 3: INTERVIEW

1. What is your department?

.....

3 Can you briefly describe your role and how it involves interacting with customers?

.....
.....

4 Why do you think retaining customers is important?

.....
.....

5 Are there any practices or processes that you feel hinder customer retention?

.....
.....

6 What challenges do you face when trying to retain customers in Radisson Blu Hotel?

.....
.....

7 If you could change or implement one thing to improve customer retention, what would it be?

.....
.....

APPENDIX 4: BUDGET

ACTIVITY	COST	COST DESCRIPTION
Printing and photocopying	3000	Payment will be done to the questionnaires copies.
Internet services	5000	Payment for Wi-Fi and data bundles for the research
Travelling expenses	4000	Payment for transportation fees and other miscellaneous like lunch
Binding the whole document	800	Payment for printing all the chapters
Indirect cost	3000	Cost for any emergency that may arise
Total	15800	

APPENDIX 5: WORKPLAN

ACTIVITY	Week 3	Week 4	Week 5	Week 6	Week 7	Week 8	Week 9	Week 10	Week 11	Week 12	Week 13
Formulation of Research Topic											
Objectives											
Chapter One & Two											
Submission											
Chapter Three											
Appendices: Data collection tools, Budget, Work-plan Etc.											
Submission											
Preliminary pages and final editing											
Submission											