

**A Study of Customer Retention Practices in Stand-Alone Indian
Speciality Restaurants in Pune City and its Impact on Customer
Retention**

A Thesis Submitted to

Tilak Maharashtra Vidyapeeth, Pune

**For the Degree of Doctor of Philosophy in Management
Under the Board of Management Studies**



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CONTENT

| Chapter | Particulars | Page Number |
|----------------|---|--------------------|
| | Undertaking | i |
| | Certificate of the Supervisor | ii |
| | Acknowledgement | iii |
| | List of Tables | iv-v |
| | List of Graphs | vi |
| | Abstract | vii-xvi |
| 1 | Introduction | 1-38 |
| 2 | Literature Review | 39-61 |
| 3 | Research Methodology | 62-72 |
| 4 | Analysis and Interpretation of Data & Findings and Observation | 73-120 |
| 5 | Conclusions & Recommendations | 121-126 |
| 6 | Bibliography | 127-137 |
| | Annexure | |
| | Questionnaire for restaurant representative / owners | 138-143 |
| | Common Definitions | 144-146 |
| | Some common types of restaurant | 147-148 |
| | Validation of questionnaire | 149-158 |

Annexure III
Tilak Maharashtra Vidyapeeth, Pune

Undertaking

I, Mr. Nilesh Pradip Upadhye, am the Ph.D. Scholar of the Tilak Maharashtra Vidyapeeth in Management subject. Thesis entitled “A Study of Customer Retention Practices in Stand-Alone Indian Speciality Restaurants in Pune City and its Impact on Customer Retention”, under the supervision of Dr. Suvarna Sathe; solemnly affirm that the thesis submitted by me is my own work. I have not copied it from any source. I have gone through extensive review of literature of the related published / unpublished research works and the use of such references made has been acknowledged in my thesis. The title and the content of research is original. I understand that, in case of any complaint especially plagiarism, regarding my Ph.D. research from any party, I have to go through the enquiry procedure as decided by the Vidyapeeth at any point of time. I understand that, if my Ph.D. thesis (or part of it) is found duplicate at any point of time, my research degree will be withdrawn and, in such circumstances, I will be solely responsible and liable for any consequences arises thereby. I will not hold the TMV, Pune responsible and liable in any case.

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Annexure IV
Certificate of the Supervisor

It is certified that work entitled, “A Study of Customer Retention Practices in Stand-Alone Indian Speciality Restaurants in Pune City and its Impact on Customer Retention”, is an original research work done by Mr. Nilesh Pradip Upadhye under my supervision for the degree of Doctor of Philosophy in Management to be awarded by Tilak Maharashtra Vidyapeeth, Pune.

To best of my knowledge this thesis

- embodies the work of candidate himself
- has duly been completed
- fulfills the requirement of the ordinance related to Ph.D. degree of the TMV
- up to the standard in respect of both content and language for being referred to the examiner.

Signature of the Supervisor

Acknowledgement

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Mr. Nilesh Pradip Upadhye

List of Tables

| Sr. No | Table | Page No. |
|---|--|----------|
| Chapter 4. Data Analysis and Interpretation | | |
| 4.1 Data Analysis of Questionnaire : Restaurant representative / owner | | 74 |
| 4.1 | Reliability Statistics | 74 |
| 4.2 | Demographic Profile of the Respondents' | 74 |
| 4.3 | Customer Centric Relationship Management | 75 |
| 4.4 | Mechanism to handle customer complaints | 77 |
| 4.5 | Use of telephone /SMS/Email marketing | 79 |
| 4.6 | Use of social media | 81 |
| 4.7 | Restaurant website | 83 |
| 4.8 | Loyalty programs | 84 |
| 4.9 | Menu engineering | 86 |
| 4.10 | Comment card tracking | 88 |
| 4.11 | Employee training | 89 |
| 4.12 | Overall service quality | 91 |
| 4.13 | Aspects of customer retention | 93 |
| 4.2 Hypotheses validation | | |
| 4.14 | Model Summary – H₁ | 95 |
| 4.15 | ANOVA ^b - H₁ | 95 |
| 4.16 | Coefficients ^a - H₁ | 96 |
| 4.17 | Model Summary - H₂ | 97 |
| 4.18 | ANOVA ^b - H₂ | 97 |
| 4.19 | Coefficients ^a - H₂ | 98 |
| 4.20 | Model Summary – H₃ | 99 |
| 4.21 | ANOVA ^b – H₃ | 99 |
| 4.22 | Coefficients ^a – H₃ | 100 |
| 4.23 | Model Summary – H₄ | 101 |
| 4.24 | ANOVA ^b - H₄ | 101 |
| 4.25 | Coefficients ^a – H₄ | 101 |

| | | |
|------|---|-----|
| 4.26 | Model Summary- H₅ | 103 |
| 4.27 | ANOVA ^b - H₅ | 103 |
| 4.28 | Coefficients ^a - H₅ | 103 |
| 4.29 | Model Summary- H₆ | 104 |
| 4.30 | ANOVA ^b - H₆ | 105 |
| 4.31 | Coefficients ^a - H₆ | 105 |
| 4.32 | Model Summary- H₇ | 106 |
| 4.33 | ANOVA ^b - H₇ | 106 |
| 4.34 | Coefficients ^a - H₇ | 107 |
| 4.35 | Model Summary- H₈ | 108 |
| 4.36 | ANOVA ^b - H₈ | 108 |
| 4.37 | Coefficients ^a - H₈ | 109 |
| 4.38 | Model Summary- H₉ | 110 |
| 4.39 | ANOVA ^b - H₉ | 110 |
| 4.40 | Coefficients ^a - H₉ | 111 |
| 4.41 | Model Summary- H₁₀ | 112 |
| 4.42 | ANOVA ^b - H₁₀ | 112 |
| 4.43 | Coefficients ^a - H₁₀ | 113 |

List of Graphs

| Sr. No. | Graphs | Page Number |
|--------------------------------|---|-------------|
| Chapter 1: Introduction | | |
| 1 | Regional breakdown of all consumer spending on eating out in 2016 | 11 |
| 2 | Average annual growth of consumer spending on eating out | 11 |
| 3 | Top largest market –Consumer spending on eating out in 2016 | 12 |
| 4 | Food and Beverage market | 12 |
| 5 | Top market based on consumer spending on eating out in 2016 | 13 |

Abstract

Purpose of the study

In the era of globalization, greatest challenge for the restaurant industry is to make the customer visit the restaurants again and again. Competition between the restaurants makes it difficult to retain the customer. Relationship creates a more value to the customer than any other factors like price, place & promotion.

Customer satisfaction does not make a customer loyal; relationship is therefore needed to retain the customer (V. Krishna Kumar, 2003).

It is a sound business strategy that is based on the philosophy of "customer is king", that is Customer is put in the central place (Boris, 2012). The practices of maintaining a long-term relationship with customers are designated relationship marketing and more recently. This facilitates businesses to improve, understand the customer, retain customers through better customer experience, attract new customers, increase profitability and decrease customer management costs. The appropriate understanding and implementation of customer retention strategy is the key success factors in present competitive market (Rajesh & Manivannan: 2013). The hospitality industry's backbone is comprised of customer service.

Qualities of service and customer satisfaction are critical factors for the success of any business (Gronoos, 1990; Parasuraman et al., 1988). As Valdani (2009) points out: enterprises exist because they have a customer to serve. The key to achieve sustainable advantage lies in delivering high quality service that results in satisfied customers (Shemwell et al, 1998). Companies are facing their toughest competition ever. To win customers and encourage them to stay loyal or repurchase the service, most companies have resorted to meeting and satisfying customer needs by not being only reactive but proactive. They are also interested in finding new ways and means to satisfy the customer. Based on the nature of marketing, it involves voluntary "exchange" relationship where both sides must be willing parties. The parties must be able to communicate which could be through different instruments. Therefore, in today's highly competitive environment, businesses need better understanding of their customers. This understanding meets different channels of which one is customer relationship management. It helps companies make sense of customer needs, manage these relationships more intelligently and help predict the future (Dominici and

Guzzo, 2010).

As a part of the service industry, restaurants strive to sustain in the current competitive scenario. It is important to maintain and improve the relationship with their customer and understand their expectations.

However, due to increasing competition and continuous changing needs of the customer it is more difficult to retain the customer. With addition of newer restaurants entering the market every day the competition is more intense. Hence effective customer retention practices lead to increase the customer retention. This study focuses on impact of customer retention practices (CRP) on customer retention with reference to stand-alone Indian speciality restaurants in Pune City.

Background of the study

The first paper refereed is by ANGAMUTHU B, titled “Impact of customer relationship management on customer satisfaction and its role towards customer loyalty and retention practices in the hotel sector”, *April: 2015* The researcher did the descriptive research aims to analyze the relationship of CRM practices on customer satisfaction in the hotel sector.

Implementation of the proper CRM practices definitely leads to the customer satisfaction due to customers are become more loyal to the hotel.

The study is related to customer satisfaction only. There no specific practices mentioned.

George K. Amoako, Emmanuel Arthur, Christiana Bandoh and Rachel KafuiKatah (January 2012). Titled “The impact of effective customer relationship management (CRM) on repurchase: A case study of (GOLDEN TULIP) hotel (ACCRA-GHANA)” This study was to determine the impact of Customer Relationship Management (CRM) on customer loyalty in the hotel industry. The study was conducted at the Golden Tulip hotel, Accra. Effective CRM practices can help hotel to achieve the long term and short term financial goals. It is necessary to find out the extent or degree to which effective CRM leads to customer satisfaction and to assess if the services provided by the hotel meets the needs and wants of customer.

Gagandeep Banga, Babita Kumar*, Harshal Goyal, (June 2013), “Customer Relationship Management in Hotel Industry” This research was undertaken to study the Customer Relationship Management (CRM) practices in hotel industry. It was found that most of the managers had a positive attitude towards CRM practices and

the most common activities undertaken were studying the existing database of the customers and personal counseling. The benefits of CRM are increased Customer satisfaction and increased customer loyalty.

Nisha Bano Siddiqui, Sangeeta Jain, Shine David (July 2011) Titled “The Impact of Customer Satisfaction and Customer Relationship Quality on Customer Retention: With Special Reference to Banking Industry”

The purpose of this research is to study the impact of Customer Satisfaction & Customer Relationship Quality on Customer Retention with special reference to Banking industry.

This paper is related to banking sector only.

Gerald Munyoro and Osborn Nyereyemhuka Titled “The Contribution of Customer Relationship Management on Customer Retention in the Zimbabwean Banking sector: A Case Study of ZB Bank” CRM practices can be utilized in all service sector. Purpose of the CRM practices is to retain the customer. In the competitive market it is really necessary to strategies and implements the CRM practices not only for the hospitality industry but also for the banking sector as it comes under the service sector and they have continuous contact with customer.

Many researchers have conducted research on customer retention. On the basis of previous research, the fact is very transparent that if restaurants emphasizing on customer retention practices, it will automatically result into customer retention. So, it is important for the restaurant to respond the customer proactively and maintain the relationship quality. In the current market, customers do have more choices to fulfill their needs. So, the current study focuses on the impact of customer retention practices implemented by stand-alone Indian speciality restaurants of Pune city on customer retention. The result of the study might contribute to positive change in the way of utilization of customer retention practice in the stand-alone Indian speciality restaurant in Pune city which leads to the customer retention. It will help the Indian speciality restaurant to increase the market share and survive in the competitive market. So, considering the needs of the customers, restaurant implements customer retention practices and those practices are as follows

1. Customer Centric Relationship Management
2. Mechanism to Handle Customer Complaints
3. Use of Telephone/SMS/Email Marketing
4. Use of social media

5. Restaurant Website
6. Loyalty Programs
7. Menu Engineering
8. Comment Card Tracking
9. Employee Training
10. Overall Service Quality

The study will explore about the impact of Customer retention practices when it is used regularly in the Stand-alone Indian specialty restaurant. It will also help finding how Customer retention practices will help to retain the customers. This study will help in understanding the efforts that needs to be taken for implementation of Customer retention practices in Standalone Indian specialty restaurant in Pune City

Objectives: -

1. To identify and study customer retention practices implemented by Indian speciality restaurants in Pune city.
2. To identify preferred customer retention practices for stand-alone Indian speciality restaurants in Pune city.
3. To study the impact of selected customer retention practices on customers of stand-alone Indian speciality restaurant in Pune city.
4. To arrange the chronology of selected customer retention practices affecting the customer retention of stand-alone Indian speciality restaurant in Pune city.

Hypothesis: -

H₁: Customer centric relationship management practices positively impacts customer retention.

H₂: Mechanism is available to handle customer complaints positively impacts customer retention.

H₃: Telephonic, SMS and email marketing strategies positively affects customer retention.

H₄: Social media marketing strategies positively affects customer retention.

H₅: Website strategies positively affect customer retention.

H₆: Customer loyalty programs positively impacts customer retention.

H₇: Menu engineering strategies positively impacts customer retention.

H₈: Comment card tracking practices positively impacts customer retention.

H₉: Employee training at restaurants positively impacts customer retention.

H₁₀*: Overall service quality at restaurants positively impacts customer retention.

Data collection

The researcher has used both primary data sources and secondary data sources to collect the information.

- **Primary data:** For the purpose of primary data, the researcher has developed 'structured, un-disguised questionnaires' as a research instrument. The present questionnaires are consisting of dichotomous, multiple choice and likert-type scale questions. This questionnaire comprises of nominal, ordinal, interval and ratio scale. In order to make the questionnaire effective and to ensure quality to the replies received, the researcher has paid attention to the question-sequence in preparing the questionnaires. Moreover, researcher had prepared draft questionnaires on the foundation of preliminary interviews, expert opinions and literature review. Then the draft questionnaires were tested through pilot survey to find out relevancy of the questions, understanding of the questions by the respondents, willingness of the respondents to share the information, ease and time taken by the respondents for completion of the questionnaire, likely range of responses, etc. The structured questionnaire was created by researcher to gather data from the restaurant representative. Out of available restaurant, researcher has

collected the data from 69 restaurant representatives. The reliability and validity of the questionnaire was checked for consistency in results using Cronbach's Alpha reliability method. Generally, questionnaire is said to be reliable when α value is above 0.5. In this case the Cronbach's α value is 0.904 and considered as very reliable for the instrument used.

Data analysis and hypothesis testing

Data analysis was carried out using statistical software. The primary data was collected in a questionnaire form and the questions were close ended. The Statistical Package for the Social Sciences Program (SPSS) version 17.0 was used in this study for all the statistical assessments. The data set was screened and examined for incorrect data entry, missing values, normality and outliers. Descriptive statistics is used followed by inferential statistics as regression analysis to test the hypotheses. Chi-square test, KMO and Bartlett's Test, Rotation: varimax with Kaiser Normalization methods also used.

Conclusions and Recommendations

Following are the main conclusion and recommendation from the study

Conclusions-

1. When considering customer relationship management practices for restaurant business, there is not strategic alternative but a persistent methodology towards driving *customer centricity* to achieve present, future and lifetime profitability by building customers for life. In the present study researcher has observed and confirmed that restaurants from Pune city observe customer centric relationship however which does not positively result into retention of customers for them.
2. No restaurant like receiving customer complaints, however they are not avoidable. Even the best restaurants sometimes fail to deliver services as per customer expectations and provide cause for complaints. Thus, it makes sense for restaurants to implement *mechanism to handle customer complaints*. An optimistic view of customer complaints accepts that customers who criticize are giving restaurants a chance to gain customers back and retain their future value. Moreover, customer complaints also provide information which can be helpful to identify, correct and root cause of problems. In the present study, researcher has

observed that with majority of restaurants from Pune city there exists mechanism to handle customer complaints.

3. The study has also found and concluded that restaurants from Pune use ***Telephone, SMS, and Emails*** to communicate with the customers. As these tools are traditional in nature it fails to impact retention of customer for traditional Indian restaurants from Pune.
4. Researcher has also concluded that restaurants for Pune use ***social media platforms*** to retention of customer and handing of complaints. Undoubtedly, social media platforms are the new-age tools which none of the marketer can avoid communicating with the prospects or with their existing customers. It is the easiest medium to reach at customers door step.
5. One of the important touch points in restaurant business is ***website***. In the present study it has been observed that Indian speciality restaurants from Pune use websites as one of the tools to connect with their customers and which positively impact customer retentions. Undoubtedly, websites of restaurants create trust in the minds of customers and acts as a salient salesman for the business.
6. ***Loyalty programs*** encourage restaurant customers to buy from additional categories and thus deepening the relationship with them. Study concludes that Indian speciality restaurants from Pune city practices loyalty programs and it positively influences retention of customers for them.
7. Menu is the main attraction of customers to visit any specific restaurant. ***Menu engineering*** provides a fundamental basis for restaurants to structure of restructure their menu to attract and retain their customers. Present study has concluded that Indian speciality restaurants from Pune practices menu engineering as one of the strategies for retention of customers.
8. ***Comment card tracking*** helps restaurants to understand the real time feedback about restaurants' food and services. The study has identified that comment card tracking is one of the popular strategies Indian restaurants' form Pune City use to retain customers.
9. Skilled employees are unmatched resources for restaurant business. The study has found that Indian speciality restaurants train their employees to perform their duties at best; moreover, restaurants also ensure rewards to best employees in their organization. The study concludes the ***employee training*** to handle customers positively impacts retention of customers for restaurant business in Pune.

10. Several studies have suggested a positive relationship between *overall service quality* and customer satisfaction. The present study also supports the relationship between overall service quality and retention of customers with respect to Indian speciality restaurants from Pune city.

Suggestions:

1. Researcher suggests that restaurants should plan and practice customer centric relationship activities to such a level that it should differentiate them from rest other hoteliers in the city. Researcher suggests that restaurants should allocate and reserve sufficient budget so that automation can be introduce and data of customers can be tracked well for relationship building.
2. To avoid customer complaints researcher suggests that all restaurants must have written document about all standard operating procedures and staff should be trained based on this. It is also advisable that every single staff should be trained to handle all levels of complaints, if any.
3. The researcher is of the opinion that restaurants must use these tools with some paid applications like what's App marketing so that remarketing and customer reactions to the campaigns can be tracked and restaurants can plan and implement retention strategies with more rigor. There should be a system through which restaurant should collect the customers information like birth date, anniversary date to wish customer on special occasion.
4. Researcher suggests that restaurants must appoint a specialist or an agency to manage their social media accounts. Restaurants can also plan collaboration with influencers to promote their services through social media platforms. Remarketing must be the priority for the use of social media for Indian speciality restaurants from Pune city.
5. Researcher wants to suggest that all restaurants should closely monitor the content they put on the websites. It is also advisable that restaurants should keep their websites as dynamic as possible with continuous updates on to it. Search engine optimization, notification and integration of social media platforms through website is planned strategically.

6. Researcher suggests that loyalty programs should be planned such a way that all rewards should be tangible and should be prompt. Delay in recognition to loyal customers may lose its motive.
7. Researcher suggests that restaurants must identify their flagship dishes and shouldn't change them very frequently. Complete restructuring of menu every after 3 years is must to retain competitive in the restaurant business and city like Pune where customers have ample of options to choose from.
8. It is observed that technological advance is not incorporated in all the restaurant. It is suggested that restaurants should use electronic devices to track the comments of the customers and restaurants should analyze this data on daily basis. Clear briefings to staff on handling of electronic comment devices should be provided by higher authorities and strategic actions should be planned by employees based on the feedback as received.
9. As of now it is observed that employee training practices are of satisfactory level. Therefore, there are no suggestions for the same.
10. Researcher suggests that restaurants must monitor gaps in service delivery and appropriate actions through standard operating procedures should be practiced

Scope for Future Research

The researcher has undertaken utmost care while planning and executing this research. However, there are many uncontrollable factors, owing to which the researcher listed down the following as limitations to her body of research:

1. The study of research subject is restricted to Indian speciality restaurants in Pune only.
2. Study is only limited to one of the aspects of customer relationship management as customer retention strategies.
3. This study does not consider the psychological factors affecting the customer behavior.
4. The answers by customer may vary because of different factors
5. The suggestion that are drawn from the study will not be applicable to the entire Speciality restaurant category

Chapter 1

Introduction

- 1.1 Introduction of the Chapter
- 1.2 History of Restaurant Business
 - 1.2.1 Type of Restaurants
- 1.3 Global Scenario of Restaurant Business
 - 1.3.1 Consumer trends
 - 1.3.2 Global overview - Asia Pacific
 - 1.3.3 Asia Pacific - key facts and figures
- 1.4 Indian Scenario of Restaurant Business
- 1.5 State-wise Indian cuisines
 - 1.5.1 Cuisine of Jammu & Kashmir
 - 1.5.2 Cuisine of Punjab - “Punjab –the land of five rivers”
 - 1.5.3 Cuisine of Uttar Pradesh - “Lucknow- Nawabo ka Shahar”
 - 1.5.4 Cuisine of Delhi
 - 1.5.6 Cuisine of West Bengal
 - 1.5.7 Cuisine of Bihar
 - 1.5.8 Cuisine of Rajasthan
 - 1.5.9 Cuisine of Goa
 - 1.5.10 Cuisine of Maharashtra
 - 1.5.11 Cuisine of Gujarat
 - 1.5.12 Cuisine of Andhra Pradesh
 - 1.5.13 Cuisine of Tamil Nadu
 - 1.5.14 Cuisine of Karnataka
 - 1.5.15 Cuisine of Kerala
 - 1.5.16 Cuisine of North-East Zone
- 1.6 International players enter India and the rise of the quick service restaurants
- 1.7 Fine Dining comes of age in India
- 1.8 Industry drivers, key statistics and trends
- 1.9 Concept of Customer Retention Practices
- 1.10 Profile of the Pune City and restaurant business
- 1.11 Popular restaurants in Pune City
- 1.12 Specialties of certain restaurants in Pune City

1.1 Introduction of the Chapter

Customer retention plays a critical part in the achievement of a restaurant. It is 6-7 times more costly to procure another customer than to hold an old one. Likewise, old customers will in general request and spend more and are useful for the business. It has been seen that a simple 5% expansion in recurrent customers builds benefits dramatically. Faithful customers additionally allude their companions, and verbal exchange is as yet the best, though excruciating method of marketing.

In the realm of restaurant sales, the worth of a recurrent visitor couldn't possibly be more significant. As per numerous examinations, acquiring another customer costs somewhere in the range of five to multiple times more than holding a current one. Creating visitor retention methodology can acquire you an immense measure of income over the long haul, just as giving some other key advantages:

- Foster a reliable, productive customer base.
- Diminish visitor securing costs.
- Make a solid organization of advertisers.
- Urge direct reserving to diminish OTA commission expenses.
- Up sell and strategically pitch your administrations to the people who as of now esteem you

Yet, in an inexorably convoluted climate of Ota's, non-customary inn contributions, expanded rivalry, and moment criticism and surveys on the web, it is trying for lodgings to separate their contributions and speciality a customer retention methodology that will keep their visitors returning. In past years, acquiring new customers, catching their attention and retaining them for the long-term has become more intricate. Now customers have plenty of options. To keep customers entertained, one needs to adopt innovative customer retention strategies for restaurants to beat the competition. The value of retaining existing customers has never been more visible in the past years.

In view of above discussion, to provide background of the study, chapter-I covers the introduction of the topic of the research and includes - history of restaurant business, global scenario of restaurant business, Indian scenario of restaurant business, State-wise Indian cuisines, concept of customer retention practices and profile of the Pune city and restaurant business.

1.2 History of the Restaurant Business

The Oxford English Dictionary describes the word ‘hotel’ as an establishment providing accommodation, meals and other services to the travelers and tourists. However, the word ‘hotel’ came into language in from the French word ‘hostel’. It was later adopted by the Middle English. Initially, the word Inn meant the place where small rooms were offered on sharing basis to the travelers. These inns also provided food and stables and houses for owners of the horses. By the beginning of 17th Century, the inns were known as the coaching inns that provided food, and used to change the tires and tend the horses of the travelers. Later, the rich people started travelling more often and demanded various services to make their stay comfortable in journey. They were ready to spend on the luxury services and thus it was great opportunity for the owners of the inns to make good fortune.

The first known hotel was started in the year 1768 in Exeter. However, the real expansion of hotels was observed in the beginning of 19th Century especially in North America and Western Europe. Trend of going to the hotel was spread over and became popular by the end of 19th Century across globe. The initial format of the hotels was meant basically to cater to the need of the customers for making food available to them. Later, the hoteliers adopted various strategies and identified the important elements in their business so as to serve the customers in a decent and most satisfied manner. The idea of star hotels was the outcome of their research study in this regard. Today, we witness big chains of speciality hotel all over the world. Hotel industry is one of the fastest growing industries in the world. It is obvious that due to growing business sector, people have been moving from one place to another in a faster pace and frequency. As a result of the growth of various industries across the globe, the businesses like airlines and hotels have identified ample opportunities to develop on a large scale. Besides various industries, travel and tourism has reached to the higher stage as most of the people all over the world are enjoying higher disposable income and would prefer to travel to various places. They are in need of good accommodation, food and other services from the hoteliers. Hospitality industry has been witnessing unprecedented growth these days.

In modern times, the word ‘restaurant’ is known to almost all the people of all countries. In some countries, it is referred to as ‘the hotel’ although conceptually both the terms differ on account of their offerings and functions. The origin of the word

‘restaurant’ dates back to French Revolution. It was the public place where people used to come together to eat, drink and socialize. However, the idea of ‘using hotel has a long history. In India, the term ‘hotel’ is often alternatively used for the restaurant, where people come for eating food. In fact, hotels are those business establishments that cater to the needs of the tourists and travellers in terms of providing accommodation for overnight stays, and also food and beverages to them. While hotels provide the accommodation services besides serving food and other services, there are several stand-alone establishments purely providing food services to their clients. They serve their customers right from breakfast to meals to dinner as well. We find these services even in hotels; however, it is not exclusively served in hotel business. There are a lot of other services that may include gyms, laundry and swimming pools. These services are not included in restaurants. Restaurants are seen serving food of different types such as pure vegetarian food or both vegetarian and non-vegetarian food as well. We may come across various types of restaurants offering local as well as continental and different types of cuisines across countries.

Hotels can have their own restaurants. Besides serving food, hotels also cater to various other needs of the customers such as lounge, swimming pool, child care, conference halls, bathrooms, laundry and such other services that are daily needed for survival of human being. In other words, anything that we get at home, hotels try to provide such services by charging certain price. It is a public place and it is open for all except in a few cases, some restrictions may be imposed by observing the laws of the particular nation or territory where it is being operated. Hotels are recognized mainly on account of the quality of service they offer and location, size and prices differ according to the quality and variety of services.

Restaurants are known for their exclusive food and beverage services. They display the offering on the menu card. Hence menu is one of the vital elements in restaurants. Moreover, people often go to avail services of such restaurants, where they get quality food and desired services in reasonable prices. Some restaurants serve alcohols along with the food by getting government permission. However, other restaurants provide only food and mild permissible soft drinks in their establishments. Many restaurants provide washroom, children’s play area and parking area to facilitate their customers enjoy their food and beverages leisurely. Basically, the customers for these restaurants are from the local areas residing within the city or towns. Of course, if the restaurants have created their special brands for their services, even customers from other cities

and towns visit such restaurants often particularly when they come to cities for some other purposes.

We can come across restaurants at every nook and corners of the city or towns. We can also observe several restaurants on the roadsides where they can serve the travellers and tourist on way to their destinations besides serving to the local customers. Sometimes, even local customers prefer to visit such restaurants that may be at little far distance as they want to spend quality time in nature with their family members and other accomplishes and still take the advantage of tasting quality food of their choice. Eventually, the services of restaurants can offer multiple benefits to their customers.

Almost all cities and towns are full of different types of restaurants particularly near railway stations, bus stands and major market places. Obviously, these are the locations where the owners have opportunity to get maximum footfall.

The idea of selling food for profit has been as old as civilization. Public eateries were established back in the Roman Empire and Ancient China. When farmers brought their livestock and goods to the market, they often travelled for many days. As a result of which they required place to stay and eat. This brought the earliest form of roadside restaurants. These restaurants usually located in the middle of the countryside, which served the meal to the travellers. There was no specific menu or the options to choose from. Chefs decided the menu every day.

Within the city, living conditions were very congested and many of them didn't have resources to cook their food. Usually, vendors sold the food from the small cart or street kitchens, which is much more popular in the world. The food they served usually was pre-cooked and cost-wise very affordable. Modern fast-food center that offers most affordable food to the customers is one such model based on the street kitchens in ancient days. These inns and taverns were not just the places to serve the food to the people but also helped people to bring them together for the social function.

In the Europe, taverns and inns continued to serve the prepared meal in the Middle-Ages and into the Renaissance. In Spain, these restaurants were called as 'bodegas', which served savoury Spanish dishes called "Tapas". Sausages and shepherd's pie were very popular in England, while in France, stews and soups were famous. These restaurants used to charge a simple fare to the grain growers and merchants. Global trade increased during Columbus's voyage to the Americas in 1492 introducing new

foods to Europe. In the Europe Coffee, tea and chocolates were soon being commonly served in the public house alongside beer, and wine. In the 17th century, a typical full meal was eaten at the home; the wealthy family would hire a caterer or would prefer to take its meals in a private hall rather than eating at the main dining room of public houses.

In France, throughout the Middle-Ages, there were always monopolies on several aspects of prepared food. For example, only charcutiers was the group of associations who prepared cooked meat for the sale. It is illegal to sale if someone did not belong to the association. In 1765, a man named Boulanger started selling stew by adding a cooked lamb. After that in the next 20 years until the French revolution, Boulanger's began opening several shops in Paris. After the execution of Marie Antoinette and Louis XVI, the old ways of France also swept away along with the different association. Due to which many chefs who worked with royal families found themselves unemployed. Many of them started their restaurants in Paris which brought a new way of dining. They started using the delicate crockery, cutlery and the linen table cloth which usually used in the royal families. Menus became a Table d'hôtel and a la carte. This was how there was a rise of fine dining in France which spread all over the Europe and New World. Public gathering over food and drink were the part of human society as they offered a place and the food for the people to socialize with others. Followed by the French Revolution, fine dining restaurants expanded across the world. Many restaurateurs started adding the amenities like the bathrooms or washrooms. Before the revolution, there were less than 50 restaurants in the Paris city. By 1814, there were 3000 restaurants in the city. In the 19th Century, fine dining destinations were increased all over the world.

Cafe concept started rising in the 19th Century, which did not offer table service. And the concept of self-service was introduced in which the customers used to place their food orders at the counter and carried their food themselves for consumption.

The 20th Century saw French Restaurants almost all over the world. In Spain, it was called a "restaurant". In Italy it was called a "Ristorante." In other parts of the world, it remained the same as the "restaurant". By the end of the 20th Century, the restaurant industry in the United States would go beyond introducing the world to the restaurant chains, fast food restaurants and the new concept 'Farm to Table Dining.'

1.2.1 Type of restaurants

1. **Speciality Restaurant:** A fine dining outlet that offer both formal and stylish service. The entire atmosphere and decor are geared to a particular type of food or theme. Restaurant that offers Chinese, Japanese, Indian or any other cuisine would be termed as speciality restaurant. The service as more based on more or less on the style of country from which the particular cuisine originated. Prices tend to be higher because of higher overheads. Menu may be an A la carte or a Table d' hote.
2. **Full-Service Restaurant:** FSR encompasses all sit-down establishments characterized by table service and a relatively higher quality of food compared to quick-service units. Menus offer multiple selections and may include breakfast, lunch and dinner. Restaurants types catalogued in this segment refer to table-service only (wait staff attending customers and taking orders at the tables). It includes fine dining and casual dining restaurants.
3. **Quick Service Restaurant:** It combines fast food and 100% home delivery/take away outlets. These outlets offer limited menus with items that can be prepared quickly. QSR tend to specialize in one or 2 main entrees such as hamburgers, pizza or chicken, but they usually also provide drinks, salads, ice cream, dessert, etc.
4. **Cafés and Bars:** It comprises all establishments where the focus is on drinking (either alcoholic or non-alcoholic beverages). While a wide variety of snacks and full meals are offered, it is not uncommon for consumers to only order a drink. This segment also includes outlets where there is no (or limited) service content. There are food-serving counters/stalls where customers take the food they require as they walk along, placing it on a tray. Self-service cafeterias resemble contract catering self-service cafeterias such as canteens, dining halls and cafeterias located within institutions such as a large office building, school and universities. However, fully captive contract self-service cafeterias are excluded from consumer Foodservice.
5. **Street Food:** Small, sometimes mobile, Foodservice providers characterized by a limited product offering and by low prices. Includes street stalls, street hawkers and food service kiosks where food is prepared in some way and served through a hatch or over a display counter to take away. Also includes kiosks and carts located externally or internally (e.g., in shopping malls, etc.).

1.3 Global Scenario of Food and Beverage Services and Restaurant Business

The worldwide food and beverage (F&B) market has seen solid development in the course of the most recent ten years and this is relied upon to proceed. The extent of examination retail (clothing, footwear, white merchandise) as a level of complete retail is diminishing and is by and large to some degree supplanted by F&B, recreation and amusement contributions in shopping centers, away retail stops and the primary retail lanes. This is being driven by changing shopper shopping propensities and the development of 'involvement retailing', mirroring customers' craving to improve their actual shopping experience with a social/relaxation experience. This is being seen, not simply in the more experienced retail showcases in the US and Europe, yet in addition in quickly developing business sectors in Asia Pacific and Middle East and Africa.

Thus, new shopping center developments, refurbishments and extensions are progressively being intended to incorporate F&B and way of life a region, including independent food slows down and stands. By building up and additionally extending the F&B impression in retail conspires, it gives landowners a chance to expand footfall, buyer stay time and, eventually, spend. This is especially significant considering the difficulties looked by blocks and mortar retailers from the development in web-based retailing lately in certain business sectors.

Most forecasters propose that the portion of online buys will rise further, pressing property managers and retailers to be adaptable and to foster new techniques to make shopping encounters that can't be reproduced with buys purchased on the web, while additionally meeting customers longing for accommodation and speed.

1.3.1 Consumer trends

With the proceeding with development in the worldwide foodservice industry, drifts that are evident in the US and Europe start to repeat themselves in business sectors all throughout the planet. While there might be contrasts in the particulars, the patterns are extensively something very similar any place you go. Tastes and sensibilities are truly changing and are fueling more prominent customization, a drive towards credibility and more development. As shoppers travel all the more broadly and experience new flavours and foods, another flood of worldwide cooking styles is

arising, driven by customer interest and more prominent openness to global foods and flavours, like Filipino, Korean and African. However, there is likewise a logical inconsistency here in that while purchasers need worldwide flavors and produce, they additionally need to interface on a more close to home level with it. They need to know where the food comes from and how to be important for that neighborhood local area.

Customers today are driven by a feeling of investigation or basically dread of passing up a great opportunity, and are consistently on the chase after new encounters. Food and beverage administrators actually need to keep up with the nature of their deal, while at the same time expanding client commitment through customized offers and preparing staff to make requesting ideas dependent on visitors' recently communicated inclinations. Restaurants are giving novel, fun and critical dinners through spring up restaurants, 'secret' scenes and amusement themed settings, offering clients a rush for simply discovering the area. Settings that regularly place insight over food and drink, including games and live concerts, are presently updating their menus to supplement the experience. The present instructed shoppers expect a first-rate eating experience. This is especially evident at better quality foundations.

Customers are progressively searching for more good food, regardless of whether it is veggie lover, vegetarian, low-fat, low calorie, without gluten, or just ready from new fixings. More purchasers have started to follow 'exceptional' diets and need to partake in these better decisions both at home and when they are eating out. Quality and solid are turning out to be progressively equivalent. More noteworthy customer accentuation on newness and quality, along with worries about the climate and manageability, is inciting neighborhood sourcing of fixings by foodservice administrators. While numerous shoppers stay faithful to bigger ideas like Starbucks, more espresso authorities in metropolitan areas are visiting more modest, craftsman coffeehouses. Generally speaking, be that as it may, buyers request better espresso any place they are, from high end foundations to quick easygoing outlets. The beginning of the food lobby has offered the chance to purchasers to 'pick and blend', permitting shoppers with various preferences to mingle together, to evaluate new sorts of food or eat old top choices. It offers the purchaser the chance to plan their own involvement with changing value focuses. The entire range will be on offer, from plunk down, white-cloth decorative liners, upscale feasting encounters to urban street foods. What's more, there could likewise be a solid scope of high-quality food

merchants selling connoisseur meats and cheeses, chocolates and vegetables and, possibly, culinary themed retail outlets.

The present shoppers know how, when, where and what they need, normally needing admittance to restaurant toll any place they end up being, regardless of whether at home, working, or somewhere other than in a restaurant seat. With such countless restaurants competing for business, keeping up with client steadfastness has become progressively troublesome. Conveyance is an exceptionally successful method for foodservice administrators to develop such steadfastness. Foodservice administrators won't just seek after the conventional way of offering conveyance, for example, through an in-house conveyance administration. Some will work together with restaurant conveyance aggregators, similar to Grub Hub, Deliveroo and Doorstep Delivery. Others will highlight conveyance in something else altogether, building up takeout-just outlets to supplement their table assistance design.

Innovation is consistently going to be a disruptor from inside the F&B area and customers and administrators the same will take on better approaches for commitment with one another. The accommodation of internet requesting, online instalments and computerized unwaveringness reward projects will change the idea of how purchasers identify with the F&B area. It is early days yet voice-acknowledgment will turn into something greater, for example through Amazon's Echo, where clients can submit a request from their home by basically utilizing their voice. This is totally connected to the scope of take-out and conveyance alternatives, conveying food to homes, workplaces and hotels.

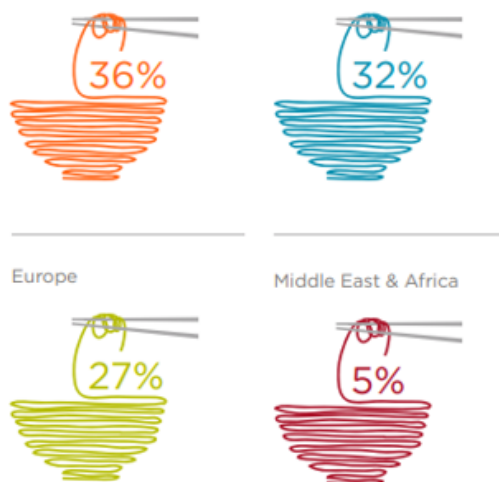
The reduction of food waste is a growing issue in more mature markets (albeit a lot less in some developing markets). Both restaurants and retailers are increasingly aware of this. For instance, Selfridges' department store in London teamed up with New York's internationally acclaimed Blue Hill restaurants to bring their thought-provoking food waste pop-up, wastED, to Oxford Street. Other initiatives include apps such as 11th Hour created by a Singaporean food stall hawker. The app shows users any discounted menu items on offer from restaurants and food stalls in Singapore before they close. Similarly, Too Good To Go offers unsold food from retailers and restaurants before closing. It has been downloaded 1.2 million times in Europe and the US since its launch in 2015.

1.3.2 Global overview- Asia Pacific

The Asia Pacific is the quickest developing locale as far as shopper spending on Eating Out, with normal yearly development of 9.8% between 2006-16 while normal yearly development of 7.5% is estimate for the 2017-26 period. Central East Africa was the second quickest developing locale between 2006-16, with normal yearly development of 7.4%. This district likewise holds the subsequent spot for most grounded gauge development for 2017-26 at 7.3% per annum. The Americas- explicitly the United States and Canada- and Europe have ostensibly the most experienced retail advertises in the world thus notable development between 2006-16 has been lower at 6.1% and 4.2% separately, as these business sectors were more immersed preceding 2006. Yearly normal development estimates for 2017-26 remain positive however are lower than Middle East and Africa and Asia Pacific, with the Americas expected to develop by 5.5% over the period what's more, Europe by 4.9%.

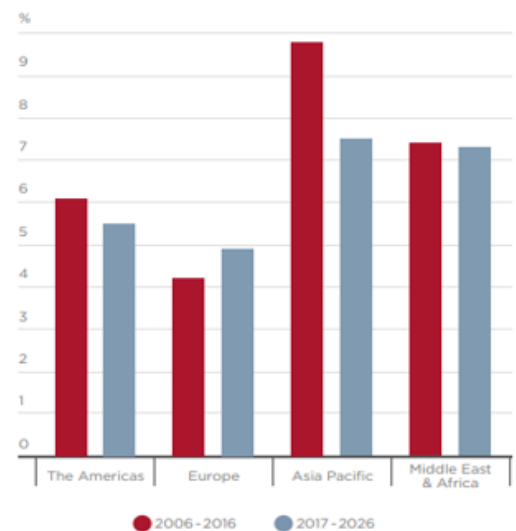
Graph 1

REGIONAL BREAKDOWN OF ALL CONSUMER SPENDING ON EATING OUT IN 2016



Graph 2

AVERAGE ANNUAL GROWTH OF COMSUMER SPENDING ON EATING OUT

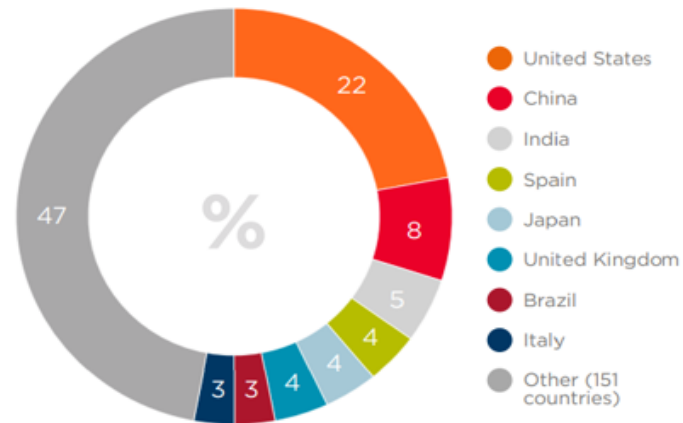


(Source: The Global Food & Beverage Market-2017)

In 2016, the United States, China, India, Spain and Japan were the top five global markets in terms of consumer spending on Eating Out.

Graph 3

TOP LARGEST MARKETS - CONSUMER SPENDING ON EATING OUT IN 2016



(Source: The Global Food & Beverage Market-2017)

The United States retains its position as the largest F&B market in the world, despite the strong growth seen in some countries in the Asia Pacific region, such as China, India and Thailand.

Graph 4

| | 2006 | | 2016 | | 2026 |
|---------------|------|---|------|---|------|
| United States | 1 | - | 1 | - | 1 |
| China | 3 | ▲ | 2 | - | 2 |
| India | 14 | ▲ | 3 | - | 3 |
| Spain | 2 | ▼ | 4 | ▼ | 5 |
| Japan | 4 | ▼ | 5 | ▼ | 7 |
| UK | 5 | ▼ | 6 | ▲ | 4 |
| Brazil | 6 | ▼ | 7 | ▼ | 8 |
| Italy | 7 | ▼ | 8 | ▼ | 9 |
| Thailand | 12 | ▲ | 9 | ▲ | 6 |
| Germany | 8 | ▼ | 10 | ▼ | 11 |
| France | 9 | ▼ | 11 | ▼ | 12 |

(Source: The Global Food & Beverage Market-2017)

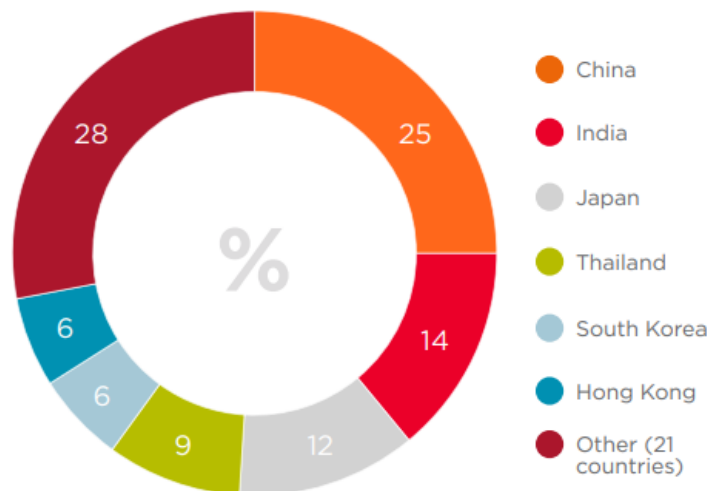
1.3.3 Asia Pacific - key facts and figures

- In 2016, China, India, Japan, Thailand and South Korea were the top five markets in terms of consumer spending on Eating Out.
- Average Annual Growth over the last 10 years Consumer spending on Eating Out in 2016: USD 1,052 billion (PPP), representing 32% of global consumer spending on Eating Out
- Average Annual Growth over the last 10 years (2006-16): 9.8%
- Average Annual Growth over the next 10 years (2017-26): 7.5%

India is forecast to have the strongest annual growth of F&B sales between 2017-20, with 13.1%. Average annual growth in China reached 11.2% over the last four years, but this is expected to slow marginally to 10.7% a year between 2017-20. Indonesia and the Philippines are both expected to see a strong acceleration in growth, with forecasts of 10.1% and 9.6% respectively.

Graph 5

TOP MARKETS BASED ON CONSUMER SPENDING ON EATING OUT IN 2016



(Source: The Global Food & Beverage Market-2017)

1.4 Indian Scenario of Restaurant Business

Food is a major part of the Indian culture. Regardless of whether it's an ordinary dinner arranged affectionately for the family or extraordinary celebratory culinary treats made during celebrations – food has consistently been something that Indians have reinforced over. In case there's one thing to think about the food culture of India, it's the way that it is an intricate, broad passage. Indeed, even an ordinary dinner at home comprises of different staples like rice, chapati, daal, and curry alongside backups like pickles, chutneys, papadams, salad, and raita in an enormous number of families. Not exclusively does a commonplace Indian feast take long to plan, however it is likewise relished throughout a drawn-out timeframe.

Indians have generally prided themselves for eating home-prepared dinners arranged by maharajas or cooks in wealthy families and ladies in center and lower-class ones, so the restaurant culture required a significant stretch of time to discover a spot in the country. While present day restaurants are accepted to be a result of the French insurgency, food benefits essentially date back to old occasions.

Public restaurants and road sellers were not an extraordinary sight in old Rome, while voyagers during bygone eras frequently ate at religious communities, bars, motels, and hostelries. Yet, it was the French upheaval that brought forth restaurants as we probably are aware them today by cancelling the monopolistic cooks' organizations. The ambitious French culinary experts made the most of the chance to serve a basically working-class client base dishes that were ready to arrange.

In India, the soonest reference of restaurants traces all the way back to mid-250 BC when bars or hotels gave food to hungry explorers. Road merchants and little slow down proprietors likewise sold food in neighborhood markets and most Indian towns and villages. However, the advanced restaurants likely began mushrooming with the spread of imperialism, particularly with the development of the Indian Railways and Civil Services. As individuals began to traverse the country, there was a spray in diners that could serve them newly prepared food.

Be that as it may, eating out for recreation stayed a genuinely uncommon wonder for larger part of the Indian families until the ascent of the incomparable Indian working class post advancement. As Western impacts permeated down, ways of life and food propensities for Indians started to change.

Increasingly more youthful society started to venture out from home to work in different urban communities and towns and for them focal points and feasting out became essential. This was joined by an increment in extra cash and an overall readiness to spend on the experience of feasting out. The subsequent development of the restaurant business was stupendous most definitely. The business merited an astounding Rs. 43,000 crores in 2010 and has been enrolling a solid 15-20 percent development every year, as per the National Restaurant Association of India (NRAI). A review directed by the Federation of Hotels and Restaurant Association of India (FH&RA) assessed that there were around 2.2 million or 22 lakh inn and restaurant foundations in India in 2002 and the eager Indian needs more.

1.5 State-wise Indian cuisines

The most interesting part of Indian food is that it is varied as the Indian culture, geography and demography. Most of the restaurants segregate the Indian cuisine in the regional categories like Maharashtrian, Punjabi, Gujarati, South Indian, Bengali etc. It shows that each and every Indian state has its own uniqueness and speciality in the local food. In North Zone including the State of Jammu and Kashmir, Himachal Pradesh, Punjab, Uttarakhand, Uttar Pradesh, Haryana, Madhya Pradesh and Chhattisgarh, every state is famous for its speciality.

1.5.1 Cuisine of Jammu & Kashmir

The history of Kashmiri cuisine can be traced back in the 15th Century when Timur attacked India. 1700 skilled woodcarvers, weavers, architects, calligraphers and cooks migrated from Samarkand-Uzbekistan to the valley of Kashmir. The descendants of these cooks, the Wazas, are the master chefs of Kashmir. As per the Nilmatapurana, the ancient epic of Kashmir says that the Kashmiri people were the heavy meat-eaters. This habit still continued in the today's Kashmir as well. It took a hundred year to evolve the Kashmiri cuisine. The valley of Hindus, Kashmiri Buddhists and Pandits has an influence on the food. When Timur attacked India from the region of Uzbekistan this is where the cuisine was influenced with their culture. After this, it was strongly impacted by the cuisines of Central Asia, Persia and the North Indian Plains.

Kashmiris have been known for their hospitality. That could be the reason for the development of their culinary art. The Kashmiris menu was inspired by different rulers and visitors, who came from Persia, Afghanistan and various places. It has left a major impact on their cuisine. Cooking of the meat preparation and Pulao's were the speciality of the Mughals. Emperors Jahangir and Shahjahan, along with their queens, made Kashmir as their health resort and the place of enjoyment, eating drinking and the sports. In every summer Shahjahan used to visit Kashmir and often referred Kashmir as the Paradise on the Earth. This is where the Kashmiris cuisine was influenced by the Mughal cooking style.

There are multiple variations in the Kashmiri Culinary. The Jammu and Kashmir food differs from region to region; the Dogra dynasty of Hindu Rajput's who ruled Jammu and Kashmir was vegetarian. They included staple diet of rice, wheat and beans in

their daily food. The Ladakhi's ate rice, wheat, millet, locally produced vegetables and fruits, goat meats and milk products which were made from Yak milk. There was a wide variety of dishes cooked over for a long period of time in the outlandish spices. This is the characteristic of Kashmiri food. Availability of the ingredients was depending upon the fresh produce and season. Some of the ingredients were dried which could be used in the winter season. The Kashmiri cuisine is basically meat-based while eating habits of Hindu and Muslim were totally different in terms of using the spices in their food preparation and the eating a beef has been totally prohibited in the Hindus. There is another different feature of eating habits of Kashmiri Hindus related to the Pandits. Even the Kashmiri Pandits are Brahmans though they are the meat eaters. Because the Kashmir land was full of snow and valley, this made it difficult to cultivate any crop in that particular location. Pandits ate only lamb meat which was cut into large pieces and chunks.

The main highlight of the Kashmiri cuisine is their formal banquet which is also called "Wazawan" in which they included 36 courses that were cooked by 'Wazas' a team of chefs under the observation of 'Vasta Waza' also known as Master Chef. They are the descendants of the cooks from Samarkand. The food is distinguished by their gravies which are thick in consistency using the bounteous quantities of yoghurt, spices, and dried fruits and usually cooked in ghee or mustard oil. Saffron is one of the most expensive spices in the world which is grown locally here. It is used extensively in the Pulao's (rice preparation) and sweets to give them nice flavour. Yakhni, Tabak Maaz, Dum Aloo, Rogan Josh, Gushtaba and Haleem were the famous dishes of Kashmiri cuisine.

As compared to other states of India, Kashmiri cuisine is incomparable and on a higher level, like its culture. Kashmiri rice form is the most important and unique part of Kashmiri food. And it maintains the balance between the spicy Kashmiri dishes. Rice preparation is consumed in different forms like Zarda Pulao as a dessert to barian for the breakfast. Mutton, chicken and fish are the important parts of Kashmiri cuisine. The daily cooking is done with the combination of non-veg and vegetables in the same dish. Kashmiri food has more of Iranian, Afghan and Central Asian influence on their cooking style despite that they have successfully created their own identity and maintained it since longer period of time. Kashmiri breads have an influence of Afghanistan, Central Asia, and the Middle East. Basically, lamb is used in the Wazwan and in general as well. Lamb preparation is prepared by using specific

parts only for example, in the Rogan josh neck part is used, Tabak Maaz and Kabargah is prepared by using ribs, the legs used in the Dhaniwal and Rishta etc. Another method they use in the cooking of meat i.e., carving out the flesh from the animal and hammering until you get the fine texture. Curd plays a vital role in Kashmiri cooking style; meat preparation is incomplete without the curd. Mustard oil is used in every cooking preparation. Kashmiri Pandits used Asafoetida which is known as heing for tampering the food. Kashmiri cuisine was famous for its use of variety of spices in the food like ginger and saunf powder, cinnamon, cardamom, cloves which give a peculiar taste and aromas to the food. Saffron is the flavouring agent commonly used in almost all the preparation. Apart from the saffron, pollen, bauhinia (kachnaar), Cock's comb flower (Mowal) is the color and food ingredients used in cooking. Another spice mix that is commonly used in the Kashmiri cuisine is Ver Paste made of Kashmiri red chilies, black cardamom, black cumin seeds, green cardamom, cinnamon powder, dry ginger powder and made fine powder of it. Kashmiri prepare the patty cakes with the hole in the middle to pass the rope. They are kept in the sun light to take out the moisture.

Green leafy vegetables are also the essential part of Kashmiri food. Haaq, Sauchal, Kashmiri Palak, Wastahaaq, they call them Saag. Lotus stem or Nadroo are the famous vegetables in Kashmir which are grown in the shallow water of Dal and Wularlake. Kashmiri Pandits use lotus stem during the festival time as well as in daily cooking also.

1.5.2 Cuisine of Punjab - “Punjab –the land of five rivers”

Punjab is the land of five rivers Beas, Satluj, Chenab, Ravi and Jhelum. It is also called land of milk and honey. Perhaps it would be appreciated if we call it as land of plenty!!! Punjabi cooking is also like Punjabis themselves. Punjabi people are very fun-loving community and very hardworking indeed. They really like to enjoy their food and they feel proud for the same and it is like part of their lives. In Punjabi cuisine Bhunao is one of the unique techniques of cooking non-vegetarian preparation. Punjab is the prime agricultural state which is famous for its mass production of wheat. Staple food of Punjab is wheat and rotis, or parathas are usually served with wide variety of exotic vegetarian and non-vegetarian delights. The lives of Aryans from Punjab and the region's food references were found in the earliest

Vedas. Astonishingly extents of the particular elements are still found in the Punjabi cuisines which were mentioned over 6000 years ago.

Usually, Punjabis include dairy products like dudh (milk), dahi (curd) and shak (leafy green vegetables) and various type of grains. Even today, grains and vegetables are in their original form in the Punjab. Vadi is the famous preparation in Punjab which is made by lentil paste and spiced with different spices. Reference of this is found in the Ayurvedic text. Ram Das, the fourth Guru of the Sikhs invited merchants of Marwar to do the trade in Amritsar. Since then, the art of making Vadi reached to its peak. Rajmah derived from the word raj mash. Chana Dal and Kabuli Chana were reached along with Alexander the Great's troop who came to India via Afghanistan. Punjab – this side of the border or that – is situated at the crossroads of Silk Route. This where the Punjabis, Hindu, Sikh and the Muslims influenced and absorbed the other culinary styles. Punjabis get the taste of fresh fruits and dry fruits, nuts due to their close relationship with Persia, Afghanistan and Central Asia. Mughals brought the tradition of tandoori preparation and Punjabi cuisine was strongly influenced with this Mughlai cooking style. Now it has become the part of Punjabi lifestyle and one of famous cooking methods in the world.

There are a few sub-regions who contributed to make the Punjabi cuisine popular all over the World. They are as follows:

- i. Peshawar:** It was a North Western country of British India which was famous for its food. Due to frequent trade between the two countries usually, they used to share their culinary art. This drew influence on Punjabi cuisine. Peshawar looked after market of silk, indigo, spices from Hyderabad, saffron from Kashmir, salt, sugar tea and asafoetida from Delhi.
- ii. Rawalpindi:** It is a part of Pakistan which was separated from Kashmir. It is well covered with groves oak, olive and chestnut. Same Like Himalayas it is full of flora and fauna. This area has been more influenced by Kashmir.
- iii. Baluchistan:** Baluchistan touches its boundaries to Persia in west and Sindh and Punjab in the East. Food in this region has been very basic and vigorous. Different kinds of cheese are the part of regular diet and vegetables are cooked in onion, garlic and asafoetida. In the coastal region rice and fish are more popular food.
- iv. Amritsar:** Amritsar is famous for its buffaloes and its milk product. They produce main crops like wheat, gram, barley, maize, rice, cotton, pulses and sugarcane.

Punjabi cuisine is well-known for its use of dairy products like milk, paneer, ghee (clarified butter), and yogurt. Gravies are typically dairy-based and chilies, saffron and nuts are the commonly used ingredients in the cooking. Use of Tawa (griddle) for baking breads like roti and paratha, and tandoor for baking the naan and kulcha is famous. Other than that, fried items like puri and bhaturas are also famous. Main course like tandoori chicken, goat and lamb are also cooked in tandoor which is marinated and flavored with different spices. Even the Samosa is the famous in Punjab which is stuffed with different stuffing like minced meat, mushroom, potato, cheese and the chick pea. Punjab is situated in the northwest of India which is surrounded by Pakistan on the west, Jammu and Kashmir on the North, Himachal Pradesh is on Northeast and Haryana and Rajasthan on the South. It covers a geographical area of 50,362 sq.km which is 1.54% of country's total geographical area. Land in Punjab is fertile plain but the land in other parts of the south-east region is semi-arid and desert landscape. Punjab is situated between the banks of the Indus and Ganga rivers. Land in the Punjab is alluvial plain and irrigated by various canals. The soil in Punjab is affected in very limited extent by the topography and vegetation. Because of the climatic conditions, there is variation in the soil profile.

Punjabi cuisine is based mainly on wheat, masala (spices), pure deshi ghee, butter and cream. Usually, they use wheat varieties in their staple food. Roh di Kheer-sweet preparation made up of rice which is cooked in the sugar cane juice is pretty much popular in Punjab. Punjabi cuisine has a multiple speciality in non-vegetarian and vegetarian types. The cuisine is popular worldwide but in the Western culture Punjabi cuisine is much more curry-based as they have ignored the traditional Punjabi cuisine. Important feature of Punjabi cuisine is its wide variety of dishes. Basically, Amritsar is famous for its paratha and milk products. Makke di dal and Sarsonkasaag are the local delicacies which are exclusive to Punjab. Farmers burn the lot of calories during working in the fields. Punjabi staple food helps them to regain the calories. Speciality of the Punjabi food is tandoori preparation which is made up of different masala which consists of onion, ginger and garlic. Lentils like black gram and yellow gram are the part of Punjabi cuisine and so are the roti and the curd. If you travel any part of North, definitely you will get served with dal, roti or at least rajma or cholechawal (rice). Meal cannot be completed without having any milk product like paneer, curd, ghee, lassi, cream, or butter.

1.5.3 Cuisine of Uttar Pradesh - “Lucknow-Nawabo ka Shahar”

The history of Uttar Pradesh can be divided into five different periods like; pre-historic and mythology, the Buddhist-the Hindu period, the Muslim period, the British period, and the post-independence period. Uttar Pradesh has always been a center point of the Northern India due to its position in the Indo-Gangetic plain. Uttar Pradesh is the home of one of the famous seven wonders in the world situated on the banks of Yamuna “The Taj Mahal”. “The land of Uttar Pradesh is blessed by places like Mathura, the birth place of Lord Shri Krishna, the place where Lord Buddha turned the wheel of Dhammachakkapavattanasutta introducing the world to Buddhism and one of famous place Triveni Sangam at Allahabad, where three different rivers meet each other – the holy river of Ganga, Yamuna, Saraswati. Uttar Pradesh is the Pandora box which surprises the travelers with its uniqueness and authenticity.

Being most popular state of India, Uttar Pradesh is famous for its history of politics, cuisine and culture. Like its geography, the cuisine of Uttar Pradesh is also diverse and it has been successful in providing memorable experience and satisfaction to its regular eaters. Uttar Pradesh is one of the few states of our country that offers a wide variety of vegetarian and non-vegetarian food. Its delicacy is divided into three main zones namely Western Uttar Pradesh, Awadh and Eastern Uttar Pradesh.

Lucknow (erstwhile Awadh), the capital city of Uttar Pradesh is popular for its name ‘City of Nawabs’. The Capital city has been always a favourite haute of the gastronomes because there is a magic in the Nawabi cuisine which they have got through the legacy they have passed on to the next generation.

‘Dum Pukht’ process of cooking food is an extraordinary cooking style in Awadhi tradition. In this process, food is sealed in the large handi (pots) and placed over the slow fire. Here, ingredients are cooked in their own juices and this is done under the observation of Bawarchis (cook). It takes almost three days to prepare the meals in the traditional ways. Once you open the lid of the handi (pots) it releases the enchanting aroma. Also, it shows the importance of blending of a variety of spices in the Awadhi cuisine. ‘Dastarkhwan’ it is a traditional style of laying food on the table and this tradition of established Nawabi cuisine has become a fine-art.

Right from the Tunday Kebabs of Aminabad to the Galawati Kebabs, city has served and fulfils the appetite of food-lovers and brings the happiness their faces. Other than this, Lucknow is famous for its Kulcha–Nihari, Lucknowi Biryani. Along with the non-vegetarian food, the city is famous for its vegetarian delicacy which includes

Tehri and Nargisikofta, Sheermals. Shahi Tukda, one of the popular desserts in India which increases the value of dishes almost every marriage function. Prakash ki Kulfi in Aminabad area, Kulfi falooda is famous in Chandani Chowk of Lucknow and many more preparations are there. Kakori, the destination for famous in the history of British empire Kakori Kand – ‘Great Train Robbery’ is also famous for its Kakori Kebab and Boti Kebab has its own place in the famous preparations of Kanpur. Thaggu ke Laddu and Badam Kulfi have maintained its own reputation amongst all other famous delicacies of Uttar Pradesh.

In the Western Uttar Pradesh or Rampur region, Rampuri Rohu and Zamindoz are the delicious fish preparations were famous and preferred by many travellers. One of the popular vegetarian preparations Paneer Pasanda from the Rampur region also Pasanda Kebab and Shah Deg are well known preparation in this region.

Now, coming to eastern region of Uttar Pradesh which is famous for its Tahri and Reshmi kebab. Murg Musallam is also another famous dish in this region. Mathura and Agra will pamper you with their delicious sweets i.e., Khurchan and Pedas. Pedas has been a speciality of Mathura and Petha is from Agra which is famous all over India. Not only the food but also drinks Lassi and Ruh-afza are mostly consumed in the Uttar Pradesh. Lassi will give you the refreshing feeling. Meal without Banarasi Paan is incomplete in Uttar Pradesh. Every corner of India Banarasi Paan is famous which you get it at any Paan shop and it is famous due its ingredients and taste.

1.5.4 Cuisine of Delhi

Capital of India-Delhi is the birthplace of Mughlai cuisine. This style of cooking was popular in the era of Mughal Empire and its popularity lay in using the whole and ground spices. Kebabs, pilaf, koftas and biryanis are the signature Mughlai dishes. Capital city is also famous for its street food like parathas, chaats and kulfis.

1.5.5 Cuisine of Madhya Pradesh

Madhya Pradesh’s cuisine consists of a wide variety of traditional food items which vary regionally. Wheat is the staple food of the state. The cuisine consists of a wide variety of traditional food items like dal bafla, Malpua, Palak Puri, Murarke kebab, ghost korma. The cuisines have various influences owing to its cultural and historical legacy. In Bundel khand the cuisine is not just influenced by historic rulers and their preferences but also by geographical and climate conditions. Unique to this region is

the Bhundeli hospitality. It is influenced by Mughals, the Rajput's and tribes, mouth-watering dishes like Murarke Kebabs, KoduTil ka Baat (rice with black sesame) and the Bhundeli Ghost are sure to leave you completely satisfied.

1.5.6 Cuisine of West Bengal

Bengali culinary style is originating in Bengal region which is the Eastern part of the Indian subcontinent. It is divided between Bangladesh and West Bengal. Bengal is known as land of maach (fish) and bhaat (rice) preparation. Chenna sweet like rasgulla and sandesh are very popular all over India. Different parts of Bengal are popular for their unique dishes, food items and ingredients. In South Bengali districts around the Sundarbans boast of the expensive chuijhal chilli, basically they peel and chop into small pieces to be cooked in their dishes and give off a strong aroma. On the other hand, North Bengal is the homes of many Bengali desserts such as the Mishtidoi of Bogra, the Kachagolla of Natore and the Chomchom of Porabari. However, other regions also have famous desserts like the Balish Mishti (pillow-sweet) of Netrokona, the Monda of Mukta gachha, the Red Yoghurt of Nabadwip and the famed Roshmolai of Comilla.

1.5.7 Cuisine of Bihar

Geographically, Bihar lies on the Indo-Gangetic plain which makes it suitable for intensive agriculture. It is one of the major producers of rice in India. More than 60 varieties of rice are cultivated here. It is both the commercial and the staple crop, and daal-bhaat (daal and rice) is the most commonly eaten food in Bihar.

One of the most distinctive cooking techniques of Biharis is the use of panch-phoran which is made up of five spices which includes cumin seeds (zeera), fenugreek seeds (methi), nigella seeds (mangrael/kalonji), fennel (saunf) and carom seeds (ajwain). Another famous preparation in breakfast includes ghugni, a savoury mixture of soaked Bengal gram (chana) cooked in onion and spices, with chooda or beaten rice flakes. There are multiple snacks items famous in bhujas like chooda ka bhunja (fried beaten rice flakes with chopped onions and green chillies), chana ka bhunja (similar preparation with Bengal gram) and jhaalmurhi (puffed rice with onions, green chillies, peanuts and mustard oil seasoned with salt). Bihar is known for Sattu (baked chickpea flour). Its most famous preparation is Littichokha (Wheatflour cake filled

with sattu) and meat saalan (mutton or goat curry with cubed potatoes) these are two famous local speciality items along with sweetmeats like balushahi and thekua.

1.5.8 Cuisine of Rajasthan- the land of royals

Rajasthan, the land of the Royals. It is one of the popular tourist destinations in Indian. Like its unique landscape, colorful art and craft food of the land is also equally delightful. Rajasthani food was influenced by war likes lifestyle and inhabitants as well as availability of the ingredients in the barren area. Food that could last for many days and could be eaten without heating was preferred in most of the areas.

The culinary basket of Rajasthan includes hardy crops and grains such as jowar, bajra, sesame, ragi, tur, pulses, gram, ground-nuts, etc. that can survive in the harsh climatic conditions of the region. Dal baati and churma are the one of the delicious foods which represents the Rajasthani cuisine. Another popular preparation is gate ki sabzi which is made up of gram flour are simmered in gravy of buttermilk and spices. Papad ki sabzi, is an innovative dish in which papad (thin flatbreads of lentil) is cooked in a gravy of yogurt and spices. In non-veg preparation Laal Maas is signature dish apart from that Khad Khargosh is an exotic preparation in Rajasthani cuisine.

1.5.9 Cuisine of Goa

Goa is the land of diverse culture and international cuisines develop well mainly on tourism. The food in Goa is influenced by its Hindu culture. But due centuries of Portuguese rule and the flourishing international tourism, the Goa's cuisine is also influenced to a great extent.

Goan cuisine overlaps with Konkan and Maharashtrian cuisine very closely. They use kokam predominantly instead of tamrind. Goan food is characterized by the plenty use of coconuts in various form like dry, paste and coconut milk. Spices and flavours are an intense feature of Goan cuisine.

A long coastal area provides various sea foods. Goan preparation is famous for its use of coconut milk and pungent spices in preparation. Such as Khatkhatem, vindaloo, and Xacuti. Among non-vegetarian dishes, Goan fish curry, Goan Shrimp curry, Goan Prawn curry, Goan Chicken curry, Goan fish head curry, Goan Mussels curry, Goan Prawn Caldine dish are all famous.

1.5.10 Cuisine of Maharashtra

Maharashtra regard their food as 'Anna he Poorna brahma' which means food is equal to God. They worship food. Maharashtra is divided into Konkani cuisine and varadi cuisine. Basically, Konkani cuisine is popular not only in the coastal but also in other parts of Maharashtra as well. Varadi cuisine is famous in more interior parts of Vidarbha region. In most of the preparations they use tamarind pulp or juice to give pleasing sweet and sour taste. Kokam is commonly used in digestive appetizer called Sol kadhi. In many gravies and sambar kokam juice is used to give flavor. Curries cannot be prepared without the exotic masala's like goda (sweet) masala or kaala (black) masala. It gives a Maharashtrian cuisine its own authentic flavour. A speciality of the Maharashtrian cuisine is that even though there are basically two wide categories of cuisine viz Konkani cuisine and Varadi cuisine, still a very pronounced differentiation of preparation can be seen in the delectable of Mumbai, Konkan, South Maharashtra, Vidarbha, Pune, Solapur, Aurangabad, Nagpur, Kolhapur and Jalgoan. We do not have so many different varieties of food prepared in any other state.

Maharashtrian meals are served on a thali. Each food item served on the thali has a specific place. The thali comprises of Puran-poli, bhaaji (vegetable dish seasoned with Goda masala), chutney, koshimbir, papad, rice, varan (plain old boiled dal), Amti, Rassa and pickles.

Traditionally, Maharashtrian people have considered their food to be very austere than others. It includes mild and spicy dishes. Wheat, rice, jowar, bajri, vegetables, lentils and fruits are dietary staples. Maharashtrian dishes include ukadiche modak, aluchi patal bhaji and thalipeeth. All these items are famous in Pune and can be made available in a number of restaurants.

1.5.11 Cuisine of Gujarat

One of the primarily vegetarian states of India, Gujaratis famous for its 'Gujarati Thali' which consists of daal, kadhi, subji, papad and chaas being served with roti and rice. Khandvi, Oondhiya, Dhansa, Malai nu khajahave been famous preparation from Gujarat delicacies. Moreover, Gujarat is also famous for its variety of snacks like dhokla, farsan, fafda, khakra etc.

1.5.12 Cuisine of Andhra Pradesh

It is famous for the spicy and tangy preparations. They utilize tamarind and red chilies in vegetarian as well as in non-vegetarian food preparations. Rice is the staple food of Andhra eaten with sambar or curries. Seafood is common in coastal part. Gutti vankaya kooru, curd rice, Pulihora, Andhra Chicken Biryani are the commonly eaten items in Andhra Pradesh region.

1.5.13 Cuisine of Tamil Nadu

All major festivals are celebrated in Tamil Nādu state. Pongal is the harvest festival and newly harvested rice and moong dal are cooked together in a new clay pot. For festivity, sweet (sakkarai pongal) is prepared almost in all places. It can be made savoury too using salt and pepper (venn pongal). Pachadi, Kootu, Avial, Maysore Pak are the famous preparations.

1.5.14 Cuisine of Karnataka

Karnataka cuisine includes different regions and communities of Karnataka such as North Karnataka cuisine, South Karnataka cuisine, Udupi cuisine, Saraswat cuisine, Coorg cuisine, and Mangalorean, catholic cuisine. Karnataka is famous for classic dishes like Bisibele huliya, Akki roti, Dosa, Idli, Vada.

1.5.15 Cuisine of Kerala

Kerala is known as “The Land of Spices” because it has been trading spices in Europe since ages. Kerala cuisine offers a multitude of both vegetarian and non-vegetarian dishes prepared. Using fish, meat rice a typical and common in Kerala. Chilies, curry leaves, coconuts, mustard seeds, turmeric, tamarind and asafoetida are commonly used in all the preparations in Kerala cuisines.

1.5.16 Cuisine of North-East Zone

North-East is an exciting mélange of various tribes and culture. Their flavours and dishes are very unique. Most of dishes are very simple and flavourful in which they use ingredients like Bamboo Shoot, Bhut, Jolokia and local greens. Khar (Raw papaya, pulses), Kumurat diya hanh or Mangoxo (Duck Meat), Fish Tenga are the famous preparations from Assam. From Mizoram, Sanpiau (rice porridge), Vawksa (smoked pork) are the popular food preparations.

1.6 International Players Enter India and the Rise of the Quick Service Restaurants

In case there was one year that changed the restaurant scene of India it was 1996 when the American inexpensive food chain McDonalds entered the country. With its beautiful mascot, modest burgers, and steady looking and tasting French fries, McDonalds before long had the working-class Indian eating out of its hand. Up to that point, the quick foods in India were for the most part limited to Udipi style dosa-idli-wada passage or nearby chains like Delhi-based Nirula's serving quick foods like pizzas and burgers. In any case, McDonalds changed all that and set up for the section of numerous other cheap food chains like Dominos, Pizza Hut, and KFC.

Indeed, the most recent two years have seen the passage of different speciality inexpensive food chains like Burger King, Dunkin Donuts, Taco Bell, and Krispy Kreme. Indeed, even bistros like Starbucks and Costa Coffee have settled in a few Indian urban areas. The restaurant business in India is predominantly determined by the adolescent matured between 15-44 years. With a populace of 1.2 billion and the biggest number of youths on earth, openings for the speedy assistance restaurant industry is immense in India and it's this potential that unfamiliar inexpensive food chains enjoy taken benefit of.

As per the NRAI, the Indian cheap food market is valued at \$13 billion, short of what one-fifth that of China – the second biggest inexpensive food devouring business sector after the U.S. Yet, while China is seeing a decrease in inexpensive food deals, the Indian market is relied upon to develop. Truth be told, the cheap food industry in India is developing at 19% every year, 4% quicker than the Chinese inexpensive food market, which is developing at 15% every year.

It's not simply that these QSR ties have settled in India, yet they are likewise tweaking their menus and making them more appropriate for the Indian sense of taste. In this way, you have a McDonalds on one hand opening up 100% veggie lover outlets in certain pieces of the nation and a Pizza Hut on the other adding Indian flavours and fixings to their pizzas. What has worked for the speedy assistance restaurants and global inexpensive food chains in India is the change in the eating out designs. On account of the increment in extra cash, eating out is as of now not saved for commending unique events. Individuals go out to eat more and attempt worldwide cheap food joints as against the more established ages that were fewer tests in their

preferences and not exceptionally trusting of the food quality and cleanliness level kept up with in restaurants. Additionally, with an expanding number of youthful grown-ups accepting the American style cheap food dinners, India's QSR story is as yet being composed.

1.7 Fine Dining Comes Of Age in India

The changing lifestyle, ascent of the family unit, more ladies getting out of their conventional jobs to go out and work, fast urbanization is a portion of the components answerable for the development of the restaurant business in India. Added to that is the expanded openness to worldwide ways of life and foods. An ever-increasing number of Indians are showing a developing craving for an assortment of cooking styles going from Chinese and Italian to Mexican and Middle Eastern.

More noteworthy attention to worldwide cooking styles joined with bigger extra cash is driving numerous Indian buyers to look for experiential eating or top-notch food. High end food isn't just about going out and eating. Top notch food is tied in with lifting the eating experience of buyers through atmosphere, stylistic theme, show of the food, nature of service, use of connoisseur fixings, and so on. Very good quality or top-notch food is gradually transitioning in India. While restaurants are setting a great deal of accentuation on conveying top notch food and brilliant eating experience, Indian purchasers known to be very expense cognizant will spend increasingly more on experiential eating.

New cooking strategies like sous vide are being explored different avenues regarding in the Indian restaurant kitchen and a considerable lot of them are welcoming unfamiliar culinary specialists to give the Indian customer a sample of legitimate worldwide food. As per a 2013 NRAI report on food administrations in India as distributed in hospitalitybizindia.com, the high-end food portion is developing at a solid pace of 15% and relies generally upon the princely purchaser. The report states further that the chain fine feast market in India, which has around 50 players with 150-200 outlets spread across different urban areas, is as of now worth Rs. 500 crores and assessed to arrive at Rs. 1,010 crores by 2018.

Exploiting this developing pattern, numerous VIP culinary specialists have set up their own unmistakable restaurants in the country. Sanjeev Kapoor of Khana Khazana notoriety claims the immensely well-known Yellow Chili restaurant chain. The

restaurant serving contemporary Indian food is doing incredibly well in numerous urban communities the nation over.

Jiggs Kalra, another notable name in the culinary circles in India, established the Punjab Grill chain of restaurant offering luscious North Indian food prior to selling his stake in mid-2012. Be that as it may, Kalra alongside his child Zorawar are back in the business with the very good quality Masala Library restaurant in Mumbai and Delhi. Masala Library is only one of the restaurants set up by the dad child couple as a component of their JV with Mumbai-based Mirah Hospitality called Massive Restaurants. They have one more chain of restaurants called Made in Punjab; however that is more easygoing than Masala Library.

Also, the Kalras have added one more restaurant to their collection called Pa PaYa. Dad PaYa is an advanced Asian bistro and tapas bar bringing until recently lesser-known cooking method called atomic gastronomy to the Indian food table. Numerous Indian gourmet experts based abroad are likewise getting back to India to take advantage of the lucky break. They are taking the worldwide eating experience to an unheard-of level with their worldwide menus adjusted to customary Indian flavours. One of them is the London-based Michelin star gourmet specialist Vineet Bhatia, who has opened two contemporary Indian restaurants called Azok and Ziya in Mumbai.

It's Indian, yet in addition global culinary specialists who perceive the enormous undiscovered market and have set up very good quality restaurants in the country. Ian Kittichai, the well-known New York gourmet specialist, opened a Thai restaurant in Mumbai called Koh in August 2010. Since he imports every one of his fixings, he can serve his cafes valid Thai admission with a cutting-edge curve.

A fascinating pattern has started and because of expanded revenue in India as a venture objective, numerous global top notch food chains are standing ready to settle in India. The Indian customer has a great deal to anticipate as far as experiential food in the coming years.

One more intriguing improvement with regards to the restaurant business is the ascent of speciality restaurants serving explicit cooking styles and fortes. Never again is the restaurant business separated into North Indian and South Indian. There are a lot additional classes of claim to fame restaurants serving indulgences from Kashmir to Kerala. It's straightforward – individuals need to taste great food. They need to taste distinctive food. The state or cooking explicit restaurants are basically satisfying the

need of the new Indian buyer who doesn't avoid exploring different avenues regarding food that the individual isn't altogether acquainted with.

A portion of the famous speciality restaurants in India incorporate Oh! Calcutta, what began as Only Fish, and served credible Bengali toll; Pind Baluchi offering dishes from the Baluchistan locale spreading over across Pakistan, Iran, and Afghanistan; Gajalee chain of restaurants serving Malvani-style seafood; and Zambar serving Chettinad, Kuttanad, Malabar, Coorgi, Mangalorean, and Madras curries and vegetables. Considerably lesser-known foods of Odisha and Nagaland are discovering numerous takers with Delhi's Naga Kitchen and Bangalore's Dalma doing thundering business.

Furthermore, it isn't simply conventional and neighborhood Indian flavours that are discovering favor with cafes, yet in addition global foods. Up until a couple of years prior, the main worldwide cooking that worked for the Indian sense of taste was maybe Chinese. From that point forward, the Indian sense of taste has developed to oblige worldwide cooking styles. In this way, we have well known London-based Hakassan restaurant serving Cantonese-style cooking, Las Vegas' Le Cirque presenting legitimate French and Italian dishes; South African easygoing feasting chain Nando's popular for its peri-peri chicken; and American cheap food chain Taco Bell serving Mexican enlivened dishes settling in India.

Other than these worldwide chains, there are numerous restaurants begun by Indian business people serving worldwide cooking styles like Thai, Japanese, Lebanese, European, and famous American food. In case its genuine conventional and global flavours that the Indian customer is after, these restaurants guarantee they get what their craving.

The National Restaurant Association of India (NRAI) in its report has anticipated a dramatic development in stands and food courts in India. The variables answerable for this fast development, as indicated by the NRAI, incorporate lower rentals when contrasted with restaurant space, better yield on venture, brand entrance, and new area openings. While they made their presentation in the West during the 1980s and have now turned into a fundamental piece of air terminals, shopping centers, and evening business focuses and instructive foundations abroad, food courts are as yet developing in India (however filling in ubiquity quickly).

The Indian food court story is primarily being driven by the developing shopping center culture in the country. Indeed, food courts and shopping centers have a

cooperative relationship wherein food courts help the shopping center increment footfall and income by drawing clients, while relying vigorously upon a constant flow of customers that the shopping center draws in to its retail outlets. Since numerous Indians with higher dispensable earnings are hoping to consolidate their shopping experience with a light meal, food courts are attracting customers' enormous numbers. All food courts normally have pretty much a similar floor plan – a typical feasting region chiefly inside and on the highest level of a shopping center/business focus with stands and slows down by numerous F&B merchants encompassing it.

It's not difficult to comprehend why these food courts are acquiring such broad prominence. One, individuals can partake in a huge assortment of cooking styles under one rooftop dissimilar to a restaurant that regularly serves a particular food. Two, the costs for food things are for the most part lower than what you would pay at a restaurant, so individuals discover an incentive for cash in them. Lastly, oneself assistance, speedy, and easygoing climate of food courts is a major draw for individuals who need to make a fast eating pause and don't need the fight associated with going to a restaurant.

Notwithstanding the genuine customer, food courts give an affordable home base to adolescents and an advantageous escape for office attendees who need to escape for a light meal, a hot mug of espresso, or a sweet take pleasure in the functioning day. Worldwide consultancy Cushman and Wakefield, in a 2014 report on India retail, projected the complete shopping center stock before the years over in the best eight urban communities of the nation to arrive at roughly 14 million square feet (msf), which is almost 200% more than the stockpile got in 2013.

Since food courts are a fundamental piece of a shopping center and their most significant inhabitant, the food court development story is set to proceed. Nonetheless, the business needs to defeat specific difficulties like substantial dependence on global brands, bistros, and set up QSR chains. This means you are probably going to see a greater number of brands like McDonalds, Pizza Hut, and Starbucks as opposed to more modest and lesser-realized cheap food chains in the shopping centers. Appropriate guest plan and merchant mix to ease rivalry are other two major obstacles that Indian food courts need to cross to have the option to make long haul progress.

1.8 Industry Drivers, Key Statistics and Trends

Despite the fact that there's a developing eating out pattern in India, Indians actually linger a long way behind the West and surprisingly some Asian nations with regards to eating at restaurants. As indicated by the National Restaurant Association of India (NRAI), Chinese eat out 60 times each month; Thai individuals eat out 45 times each month; and Indonesians eat out multiple times in a month. Indians, then again, eat out around 2-4 times in a month on a normal.

Indians likewise spend undeniably less cash on feasting at restaurants when contrasted with a portion of their Asian partners. For instance, individuals in Japan spend a normal of \$213 on eating out, while those in Singapore and Hong Kong burn through \$212 and \$195 separately. The normal month to month uses on eating out is just \$20 in India. Unmistakably, Indians have a great deal of getting up to speed to do with different nations in Asia and the West most definitely. Yet, the restaurant business has nothing to stress over as there are numerous drivers of development for this business in India. These development motors are both buyers just as big business driven. Some of the key motors of development, as recorded by NRAI in its report, include:

- There's a huge pool of working populace in India, which incorporates ladies. There's an upwardly portable working class, which is liberal and reformist. Also, there's a fast expansion in family units and these variables add to the development of the restaurant business.
- India's per capita pay has been expanding consistently and this has prompted an increment in the discretionary cash flow of Indians. Added to that is the idea of twofold pay families which is the consequence of more ladies joining the labour force. This has prompted an expansion in the buying force of Indians, which is driving the development of the food administration industry.
- More and more Indians are voyaging abroad, which has expanded their mindfulness about worldwide foods. Well known food and preparing shows on TV, for example, Master Chef has additionally prompted more prominent openness to luxurious cuisine.
- With India extending itself as a significant vacationer location to the world abroad, restaurants in the nation have all the impetus to grow their collection and up the level of their administrations to oblige a developing global market.

- For the clients, this has implied an upgraded eating experience because of variables like lower holding up time and further developed requesting, which keeps them returning for more and drives the development of the business. For restaurants, framework and IT advancement assists them with controlling expenses, limit squander, keep up with quality, and so on and assists them with working on their main concern. IT-driven business insight and information investigation assists them with smoothing out their business and further develop results.

As indicated by NRAI's 2013 India Food Services Report as distributed in hospitalitybizindia.com, the food administration industry in India merits an expected Rs. 247,680 crore (\$48 billion) and projected to develop to Rs. 408,040 crore (\$78 billion) by 2018 at a CAGR of 11%.

The chaotic area, which incorporates the Dhaba's and side of the road merchants, includes 70% of the market and is worth Rs. 1,72,685 crores. The coordinated area comprising of fine and relaxed eating restaurants, bars and parlors, fast help restaurants or QSRs, food courts, bistros, and booths, holds the excess 30% portion of the market. Nonetheless, the coordinated food administration industry is projected to develop quickly at a CAGR of 16% and its reasonable worth is relied upon to arrive at Rs. 145,770 crore (\$28 billion) contrasted with the current Rs. 67,995 crores by 2018.

The restaurant business is a significant donor the nation's economy. As indicated by the NRAI's 2013 report, the food administration industry contributes around 2.3 percent of the all-out GDP and is set to turn into a lot bigger patron when contrasted with other help ventures throughout the following not many years. Plus, the business is a critical duty benefactor and boss. As indicated by NRAI information, the food administrations industry was giving direct work to almost 5 million individuals in 2010, which is multiple times more than the IT area and multiple times more than the lodging industry. It was likewise contributing an astounding Rs. 1,000 crores every year in Value Added Tax (VAT). The future looks encouraging for the restaurant business yet a few difficulties like high food expansion, over authorizing, high tax collection, presentation of new duties, and expanded contest to give some examples. However, a quick developing business sector that is turning out to be progressively trial with its food, the developing straightforwardness and accommodation of requesting in, the presentation of new and intriguing menus like breakfast and high tea, the augmenting reach of online media, and worldwide chains scrambling to settle

in the nation – all highlight a sound development for India's food administration area throughout the following not many years.

1.9 Concept of Customer Retention Practices

For any business of whatsoever nature, customer or consumer plays a vital role. It is the customer around which all businesses rotate. Naturally, the business owners strive for gaining and retaining their customers for a longer period. No businessman can afford to lose customers for any reason. They have to be always vigilant in fulfilling the needs and wants of their customers. To understand their customers, the business owners need to study the profile of their regular and prospective customers. It is the customer profiling that helps the business houses to know their customers in nutshell. There are various elements which need to be studied in customer profile. At least the business owners and persons involved in rendering services to them need to know as to whom they are serving. In this sense, the age, location, income of the customers, hobbies, life-style, job titles, and purchase habits of the customers should be deliberately studied to understand and link their choices with the existing business structures.

Certain research in this field can be made by the owners so as to prepare various strategies to bring the customers to them and to retain them in future. By studying the customer profiles, the marketers are able to generate new leads for their business purpose. It also helps in building customer loyalty. The real challenge does not end on getting new leads of course. The marketers need to keep their existing customers, and try to make them loyal for their products and brands. Something must be done to see that the customers are encouraged to buy the products again and again. Recurring business from existing customer assures the marketer his survival and growth as well. Eventually, the onus of customer retention lies with the business owners/marketers. This is true in restaurant business too. Serving once or twice to the customers would not help grow business. Customer retention becomes vital at all times in restaurant business. Perpetual business is what is expected from the existing customers in hospitality industry. Customer retention implies the company's ability to turn customers into repeat buyers.

There is hardly any business in modern days enjoying monopoly. You will come across competition at every nook and corner and in all business lines whether small or

large. The competition keeps the marketers always on their toes. Any negligence can put the business into great losses. As one needs to face the competition, the foremost thing the businessman should do is to see that his existing customer should not even think of switching over to other competitors. No chance should be given to the existing customers to jump over for other company or brands. This directly points out to the quality of product and the service required during and after sales. The marketers and especially hoteliers and restaurants owners must prepare such strategies that would prevent their customers to shift elsewhere. This is called customer retention.

There are several aspects in which the restaurants should deliberately focus their attention. For example, little variation in taste of the food may distract the consumers and may lead to think them to try elsewhere. Quality should be maintained at all times. Moreover, the table service or online service must be prompt and up to the utmost satisfaction of the consumers. The research in customer profile can help the restaurant owners in this regard. They can relate the products and services as per the age groups of the consumers. The food for aged people, children and youngsters differs as per their consuming pattern and capacity. A care must be taken to satisfy these consumers appropriately.

Customer retention strategies are the processes and initiatives that business owners and their associates have to put in place so that the customer loyalty is built and customer lifetime value is enhanced.

1.10 Profile of the Pune City and restaurant business

Pune city is one of the famous metro cities in India. Earlier, it was known as the paradise of the pensioners because of its pleasurable and healthy climatic condition. Of course, today also it is equally preferred by many of them as the place for settling down forever. However, with the passage of time, Pune has been known for its multiple attributes. It is one of the highly recognized business centers in India. Its IT industry is one of the prominent industries and has been preferred by the youths for employment. Having known as the 'Oxford of the East' Pune has acquired a prominent place in higher education. In fact, it has become a quality education hub attracting thousands of students across globe. Savitribai Phule Pune University is one of the major state universities in India where students from within and outside India aspire to take higher education. Apart from this, there are many prominent educational institutions like Symbiosis Group of Institutions, Bharati Vidyapeeth, Fergusson College Deemed University, Gokhale Institute Deemed University, D. Y. Patil University and its Associate institutions. On account these quality educational institutions, lakhs of students visit Pune every year. These students are the major consumers who often avail the services of various restaurants situated in and around Pune city.

Pune has a great history. The Great Warrior Shri. Chhatrapati Shivaji Maharaj was born in Pune district at Shivneri Fort near Junnar. Pune has witnessed the era of great Marathas and Peshvas. There are several monuments witnessing the rich history of Pune like Shaniwar Wada, Jijamata Udyan, Parvati, Vishrambaug Wada, Mrutyunjayeshwar Mandir, Pataleshwar Mandir and many such historic locations. Pune has been one of the most popular destinations for visitors and tourists. All these visitors and tourists are the consumers availing services of various restaurants of their choice.

With the development of various industries in the region, Pune has now become one of the most important hubs for various manufacturing units and service industry. Reputed business houses like Tata, Birla and several overseas business houses have established their industries in and around Pune in Pimpri-Chinchwad, Ranjangaon and other locations like Chakan, Talegaon, Fursungi, Baramati and Jejuri. As a result of this hub, lakhs of employees have settled in Pune and around and thus the business and demand for restaurants has exponentially increased as compared to earlier two

decades. The world known car manufacturers like Mercedes, Volkswagen, Tata and others have established their manufacturing plants in and around Pune, thus making it one of the highly reputed cities in terms of economic development. Because of its ever-growing and expanding nature, Pune has been divided into two major Municipal Corporations: Pune Municipal Corporation and Pimpri-Chinchwad Municipal Corporation. While it is still expanding geographically, the government has set up Pune Metropolitan Regional Development Authority to look after the newly developed areas around Pune. Looking at the expansion in all respect, it is sure that there are many opportunities for hotels and restaurants to grow and prosper in this region.

1.11 Popular restaurants in Pune City

Pune's restaurants have been able to cater to the needs of all strata of its population. There are many avenues and famous restaurants in Pune city where people prefer to take meals and dinner. Food is served in the city by street vendors to the star hotels according to the consumer profile and their needs. However, right from local foods like chapatti, daal, chawal, subji, various types of chutneys, you can get delicious food in vegetarian as well as non-vegetarian categories. Pune's restaurants have tried to maintain their speciality foods for their regular and loyal consumers. If you are interested in Maharashtrian food, particularly vegetarian food, there are several restaurants where pure vegetarian food is served with great touch of hospitality. Some of them are

- 1) Aaoji Khaoji at Aundh Road
- 2) Durvankur on Tilak Road
- 3) Vegetta at Deccan
- 4) Darshan on Aundh Road
- 5) Sukanta at Deccan Gymkhana
- 6) Nine Square
- 7) World of Veg at Shivaji Nagar
- 8) Shakahari at JW Marriot Hotel Shivaji Nagar
- 9) Greens and Olives at Aundh
- 10) Shabree Restaurant on F C Road
- 11) Vaishali Restaurant on F C Road

- 12) Roopali Restaurant on F C Road
- 13) Wadeshwar on F C Road
- 14) Abhishek Restaurant off Karve Road,
- 15) Sante Spa Cuisine at Koregaon Park
- 16) Urbo in Baner and the list goes on....

There are equally popular vegetarian restaurants in PCMC area and on highways passing through Pune city.

1.12 Specialties of Certain Restaurants in Pune City

If anyone is interested in eating pure South Indian food and special dishes, most of the people prefer Anna Idli which is famous for its authentic South Indian food, which is highly preferred by all strata of society. When it comes to authentic Maharashtrian cuisine people would prefer the meal at Waah Marathi, Maratha Samrath, at Durvankur on Tilak Road, Sukanta on Deccan Gymkhana or Shreyas on Apte Road. Wadeshwar is famous for special dishes like potato wada and other delicacies like uppit, shira, and Maharashtrian snacks, However, these are not the only restaurants serving quality vegetarian food, there are hundreds of restaurants in PMC and PCMC areas that are full of consumers often.

If anyone is interest in Bakery products, Kayani Bakery in Pune Camp area is known for its various delicacies. German Bakery in Koregaon Park is also equally sought-after place for people. When it comes to enjoying non-vegetarian food, Pune has hundreds of good hotels with distinguished delicacies to offer.

In short, if we look at the restaurant business in Pune and around, we find that some of the restaurants have been really doing well so much so that you have to book your tables for tasting food there. However, there are many of them that may not be getting the desired level of business. There are many challenges on their platter. Eventually, they need to find out certain solutions for customer retention so as to sustain and grow.

Chapter 2

Literature Review

- 2.1 Introduction of the Chapter
- 2.2 Literature Reviews
- 2.3 Summary

2.1 Introduction of the Chapter

A literature review is a body of text that determines the aims to review the critical points of current knowledge including substantive findings as well as theoretical and methodological contributions to a particular topic. The review of relevant literature is nearly always a standard chapter of a thesis or dissertation. The review forms an important chapter in a thesis where its purpose is to provide the background to and justification for the research undertaken. Bruceⁱ, who has published widely on the topic of the literature review, has identified six elements of a literature review. These elements comprise a list; a search; a survey; a vehicle for learning; a research facilitator; and are port.

According to Cooper (1998), 'a literature review uses as its database reports of primary or original scholarship, and does not report new primary scholarship itself. The primary reports used in the literature may be verbal, but in the vast majority of cases reports are written documents. The types of scholarship may be empirical, theoretical, critical/analytic, or methodological in nature. Second, a literature review seeks to describe, summarize, evaluate, clarify and/or integrate the content of primary reports.'

The present section of the thesis is covering literature review on concept of customer retention practices, customer retention in hotel industry, perceived value, customer relationship management, price reasonableness, customer care, behavioral intention, customer retention service, failure customer retention service culture, customer retention diverse processes, customer retention differentiation strategies, customer centric relationship management, mechanism to handle customer complaints, restaurant / hotel marketing strategies, loyalty programs, role of employees and service quality in customer retention, and customer satisfaction.

2.2 Literature Reviews

Srivastava and Singh (2021) investigated the direct and indirect links between CSR and customer retention and demonstrated mediation between C-C (Customer-Company) identification, corporate reputation, and customer satisfaction. As a result, we found an important mediating effect of the above variables to measure the impact of CSR activities on customer retention. The study also tested and confirmed the modest mediation effect of C-C identification between CSR and customer retention through corporate reputation. This study contributes to the existing literature on interest group theory and emphasizes its relevance to social identity theory, social exchange theory, and signal theory regarding CSR activities in the hotel industry. This study, which facilitates a holistic approach to the hotel's strategic CSR, provides a framework for stakeholder responsibilities and stakeholder roles in CSR in the hospitality sector.

Customer retention plays an important role in driving the restaurant industry. It's harder to get new customers than to keep old ones. Faithful customers always benefit the restaurant business, increase profitability and reduce losses and risks. Studies show that most of the profits come from a 5% increase in repeaters. Customer retention not only increases profitability, but also improves restaurant marketing through aggressive word-of-mouth advertising. There are many factors that can bring customers back, but this study focuses only on service-related factors. The purpose of the article, published by Baladi, Channar, Rahoo, Ahmed, and Khan (2021), was to investigate the impact of quality-of-service characteristics on maximizing or improving customer retention in Pakistani restaurants. Ten QoS features have been selected for investigation. The findings show that customers return to Pakistani restaurants due to a remarkable dining environment with basic facilities. However, the main obstacle to customer retention or loyalty is latency. Most restaurants take too long to deliver an order, discouraging customers from returning.

The study conducted by Anyionu and Mmamel (2021) examined the effect of customer satisfaction on customer retention of some chose fast food restaurants in Enugu city. The examination was directed to give exact proof on the relationship existing between customer satisfaction and customer retention to help the management of fast-food restaurants to start approaches and projects that will assist

them with continuing to fulfill their customers. The particular targets of the review were to look at the impacts of trust, customer care, better correspondence, after deals service and guarantee satisfaction on customer retention in the fast-food restaurants. The examination configuration utilized was the cross-sectional review research plan. The outcomes acquired from the review uncovered that trust, customer care, better correspondence, after deal services and satisfied guarantees have positive and critical impacts on customer retention of fast-food restaurants. In light of the discoveries, the review suggested that the managements of all the fast food restaurants in Enugu city ought to convey predictable, solid and trustworthy services to their customers to acquire their trust, give sufficient customer care to guarantee that customers' necessities are met during and after the services are conveyed, give satisfactory and better correspondence organizations to empower them gather and handle all objections emerging from item use, create and keep up with successful and proficient after deal services to guarantee intermittent calls and visit to keep customers educated regarding new offers and benefits and reliably re-examine execution against standard to guarantee all guarantees made during the exchange are fulfilled. Customers are resources for each business association and getting them fulfilled after service use makes them to be faithful to the association.

In the highly competitive environment, organizations strive to satisfy their customers by offering the highest quality services at affordable prices with the goal of increasing profitability. To reach the goal of maximizing revenue, organizations strive to identify factors that help retain their customers. Based on the theory of marketing signs, this study proposes a new conceptual model that represents the impact of food quality and fair service quality on customer retention in the food service industry. Published by Ahmed, Naseer, Asadullah, and Khan (2020), this article focuses on areas of knowledge that are important to scholars and organizational scientists on this subject. Based on the available literature on research variables, the current study offers eight research proposals that deserve urgent academic attention. The conceptualized model in this article can also be seen as meaningful to open new avenues for restaurant management entities, policy makers, and future researchers in the management area of service sector companies.

Many review studies have been conducted to provide valuable information on customer retention issues and the factors that can positively and effectively influence them. A study by Alkitbi, Alshurideh, Al Kurdi, and Salloum (2020) systematically

reviews and analyzes the factors associated with customer retention and 30 research studies from 2005 to 2019. Key findings include quality of service and satisfaction as the most common factors affecting customer retention. In addition, most of the studies conducted were conducted in Indonesia, followed by Nigeria and India. The results of this review survey provide an overview of current research and analysis of customer retention and the factors that influence it.

Lee, Han, Radic, and Tariq (2020) aimed to estimate the specific role of corporate social responsibility (CSR) in the customer retention process, taking into account the mediating effects of brand, quality of service, and satisfaction. Using a structural comparison model based on the covariance of 330 answers, the results shown that economic, ethical, and philanthropic CSR makes a significant contribution to brand maintenance and quality of service. Interestingly, the aforementioned relationships helped improve customer retention. The findings also revealed how love for a trademark has a significant mitigating effect on the relationship between attitude and retention of a trademark, but retention of a trademark is an important factor in deciding to retain a trademark. This study provides a deeper understanding of restaurant chain CSR strategies and valuable insights into the restaurant chain industry by demonstrating that certain CSR activities impact customer brand attitudes and customer retention.

Customer focus is a concept that scholars and experts have been discussing in recent years. Deep-rooted ideas and standards place the highest priority on customer relationships within an organization. The main purpose of the survey conducted by Anees, Nordin, Anjum, Cavaliere and Heidler (2020) was to determine the impact of CRM strategies on customer retention. The results of this survey show that customer orientation and quality of service affect customer retention. Also, maintaining food quality and significantly reducing customer retention can increase a company's sales.

Customer retention has become increasingly significant due to high competition among hotels. However, as Al-Gharaiba (2020) says, most of the research so far has focused on this variable in the context of restaurants. The purpose of this study is to investigate the factors that influence the CR of Jordanian 5-star hotel customers. Based on the literature, this study suggests that physical environment, customer satisfaction, quality of service, and perceived consumption affect customer retention. In addition, this study suggests that hotel perceptual value mediates the effects between variables. The subject of this survey is a hotel in Amman, the capital of

Jordan. A total of 301 responses are collected from seven brands using a random sampling technique. The findings show that physical environment, quality of service, perceived consumption and customer satisfaction are important predictors of CR. The findings also show that hotel perceptual value partially mediated the effects of physical environment and quality of service on customer retention, while complete mediators were found between customer satisfaction and customer retention. Decision makers are encouraged to improve physical environment and hotel perceptual value.

The core objective of the review led by Ahmed, Bukhari, Ahmed, Rashid, Shakir (2020) was to examine the variables affecting the purchaser retention towards local Pakistani food restaurants. This review inspects the impact of Food Quality, Word of Mouth, Perceived Value/Price, Service Quality, and Ambience on Customer Satisfaction. Moreover, it likewise inspects the effect of Customer Satisfaction on Consumer Retention. The discoveries of the review uncovered that; Word of Mouth, Perceived Value/Price, Service Quality, and Ambience decidedly affect Customer Satisfaction which consequently impacts the Customer Retention. The study further revealed that consumer understanding of service quality, price paying, word-of-mouth and environment are key elements of customer satisfaction and hence, it tends to balance customer satisfaction between satisfaction variables and consumer retention. The results further suggested that consumer satisfaction partially mediates the interaction between revisit expectations.

Almohaimmeed (2019) investigated the relationships between five factors: customer relationship management, customer satisfaction, customer loyalty, customer profitability, and customer retention. The findings show that customer relationship management has a significant impact on customer satisfaction, and customer satisfaction has a significant impact on both customer loyalty and profitability. The analysis of the data supports that there are significant relationships between customer satisfaction and customer profitability and between customer profitability and customer retention.

Sashi Brynildsen and Bilgihan (2019), analyzed how social media works with the course of customer commitment in fast service restaurants (QSRs). Customers portrayed as value-based customers, faithful customers, pleased customers or fans, in light of the level of social trade and passionate bonds, are relied upon to fluctuate in their penchant to take part in advocacy and co-make esteem. The outcomes demonstrated that retention exertion and calculative responsibility of customers are

the main variables impacting advocacy. Endeavors to hold customers utilizing social media correspondence increment advocacy. More prominent calculative responsibility additionally expands advocacy. Emotional responsibility mediates the relationship between calculative responsibility and advocacy. This concentrate exceptionally explores the relationship between the forerunners of customer commitment and advocacy. It fosters the hypothesis and behaviors' an experimental examination with genuine social media network information for a particular industry where use of the organization is broadly pervasive. It affirms that calculative responsibility impacts advocacy.

In the hospitality business customer perception and fulfillment are generally snared upon nature of service in the journey to holding customers in the restaurants. The review directed by Abubakari (2019), pointed toward inspecting the effect of sanitation on customer retention in restaurants in the Tamale Metropolis. A portion of the key components that were utilized to look at the review were customer perception and fulfillment on sanitation factors like feasting region tidiness, worker cleanliness, outside climate neatness and food contact surface neatness. The investigation has discovered that customer perception of sanitation factors had critical impact on their return intention. Customers were likewise exceptionally happy with the sterilization level in restaurants and that impacted their retention. It is anyway basic for all food service chiefs to maintain the issues of sterilization truly to guarantee customer retention.

According to a survey by Han and Huang (2018), important concepts of medical tourism (i.e., quality of medical products, effective communication, satisfaction, cost of change and previous experience [first vs. repetitive experience]). The role of study elements in generating revisit intention was found to differ significantly between new and repeat customers, and the strength of the proposed relationships was generally greater in the repeater group than in the first-timer group. The study also identified the mediation effect between satisfaction and conversion costs. In addition, a significant role of satisfaction in the proposed theoretical framework was identified. The results of the structural model comparison also revealed that the link between quality and satisfaction was stronger than the alternative ranking in the proposed framework. Overall, this study provides excellent insights into post-purchase behavior of medical travelers.

The paper, published by Chou and Chuang (2018), was the first to report on a prospective customer retention survey for an emerging service business, online booking services. The author uses an online platform that allows customers to book different types of restaurants. With so many new users on the platform, focus companies are keen to identify repeaters effectively. Authors have stated that the study is potentially applicable to other service sectors with similar booking information fields.

Intensifying competition among players in the hospitality industry requires managers to invest in customer retention strategies that have the potential to ensure good customer performance, rather than focusing solely on how to attract and satisfy customers. A study by Adzoyi, Flowers and Honyenuga (2018) aims to determine strategies for retaining customers in emerging market hotels. Based on Smart PLS, findings show that customer satisfaction, loyalty, and retention embedded in the specificity and reliability aspects of accommodation quality indicators are important for customer retention between hotels.

Mahmoud, Hinson, and Adika (2018), analyzed the direct and indirect relationships between trust, commitment, and dispute management in customer retention. The findings reveal that conflict management alone had a significant direct impact on customer retention. In addition, trust and dispute management had a direct and significant impact on customer satisfaction. However, trust and dispute management were seen as having a significant indirect impact on customer retention through customer satisfaction. This study recommends that managers effectively resolve customer complaints and build credibility to satisfy and retain customers.

A paper published by Chen, Chen, Zhang and Xu (2018), describes how leading Indian hotels address talent shortages and training issues and prepare for a future of rising market, customer profiles and employee expectations. In essence, brand loyalty can be minimized and competition can be fierce. Research reveals that the processes used by major hotel companies provide an overview of how people are managed and how they need to innovate to assess the steps they take and the progress of their initiatives. They will also need to be more global in their approach.

A study by Fungai (2017) focuses on finding factors that influence customers repurchase intentions in the fast-food industry. In recent years, the concept of fast food has developed rapidly in Zimbabwe. The failure or success of the fast-food industry is based on several factors such as promotion, quality of service, customer

expectations, brand, physical environment, price and product taste. Four fast-food restaurants were randomly selected to determine which of these factors had the greatest impact on consumer retention. Data was collected when customers at these restaurants were looking for snacks. The total number of eligible customers was 80. Of each restaurant, 20 guests were registered depending on availability. Based on their answers, multiple regression and correlation tests were applied. The results of the survey show that quality of service and brand are important factors for retention in the fast-food industry.

Okolo (2017), evaluated the impact of marketing strategies on restaurant consumer patronage. The purpose of this study is to investigate whether individual determinants and social factors influence consumer patronage, determine whether consumer restaurant choices have a significant impact on perception, and consumer patronage. The findings of the study revealed that individual determinants and social factors have a significant impact on consumer patronage, consumer choice has a significant impact on patronage, and relationship marketing practices have a significant impact on patronage. Study has revealed that consumer perception has a significant impact on patronage and consumer loyalty strategies.

It is an indisputable fact that the cost of customer retention is much lower than getting a new one. Customer satisfaction is arguably one of the strongest guarantees of customer retention. Several studies have been conducted in the past to identify factors that affect customer satisfaction and thus lead to customer retention. As perceptions, preferences and market changes, Dastane and Fazlin (2017) realized that they needed to rethink the key customer satisfaction drivers that impact customer retention in the fast-food industry. According to descriptive statistics, the most important and important factor in customer satisfaction is the emotional factor, followed by the quality and price of store facilities, services, and the poor quality of rentals is the quality of the product. Emotional factors and equipment play an important role in customer satisfaction in ensuring customer retention in the fast-food industry.

Customer relationship management (CRM) has become one of the most controversial topics these days, and many marketers consider it the focus of the business arena. Previous literature suggests that it is imperative that hotels adopt CRM technology in order for hotel managers to improve the performance of their organizations. However, the relationship between CRM technology and hotel performance remains ambiguous. In a study by Chetioui, Abbar, and Benabbou (2017) to examine different perspectives

on CRM, CRM implementation generally has four aspects: (1) customer orientation (2) knowledge management (3) CRM organization and (4) CRM technology. Survey results show that customer orientation, knowledge management, and CRM organizations have a significant impact on customer retention. Although the use of CRM technology has been shown to have limited but significant impact on customer retention.

Chahal and Bala (2017) sought to investigate and establish a measure of customer retention fairness and its impact on brand fairness. The study found that customer retention strategies, including loyalty and affinity schemes, special treatment benefits, customer feedback surveys, courtesy systems, and content marketing, contribute significantly to customer retention fairness. In addition, the study found that retention fairness has a significant positive impact on brand fairness and its aspects (brand loyalty, brand association, brand awareness). This study contributes to existing literature by developing and validating customer retention fairness measures from the client's perspective.

Customer relationship management strategies are a relatively new area of specialty loyalty marketing in the hotel and hospitality industry and are making steady progress. Using this type of strategy, hotel owners or businesses may be able to tailor special guest programs, services, and promotions based on hotel guest preferences. The purpose of the survey conducted by Orantes-Jiménez, Vázquez-Álvarez, and Tejeida-Padilla (2017) is to assess the impact of customer relationship management on customer profitability mediated by customer loyalty and retention within the hotel sector. Findings of the study revealed that effective customer relationship implementation positively impacts customer loyalty, customer retention and customer profitability.

Customer engagement can be used on behalf of customer behavior surveys to assess customer relationships with companies and brands. Companies are increasingly recognizing the value of building close relationships with their customers. The purpose of the study, published by Rather and Sharma (2017), was to investigate the relationship between customer engagement aspects and loyalty in order to assess customer relationships in the hospitality industry. In addition, this study evaluated the level and impact of new customers and regular customer segments. The results suggested that customer engagement contributes significantly to predicting loyalty in building customer relationships. The findings suggest that hotel owners can

proactively incorporate strategies to improve customer engagement and ultimately develop loyal and sustainable relationships with their customers.

As Hamilton, Last, and Dev (2017) say, most companies strive to design products and services that encourage repeat businesses. However, companies often invest in expensive features without a good understanding of how features that attract new customers differ from those that retain existing features. Companies must make important decisions about which features to include in the products and services they offer their customers. Understanding the return on investment (ROI) of a function is essential to increasing profitability. Adding features increases costs, but it can also increase revenue by attracting new customers or retaining existing ones. As companies become more focused on long-term relationships with their customers, they also need to strive to understand the role that traits play in customer retention. Many companies aren't just interested in attracting new customers. They also think about lifelong customer value.

Ngacha and Onyango (2017) evaluated the impact of customer-arranged service culture on customer retention in the Hotel Industry in Rwanda. The review uncovered a normal rating of customer direction rehearses across the classifications of hotels contemplated. The rating on customer retention was normal for lower appraised inn classes, however high for the higher star evaluated hotels. Absence of solid bonds and genuine customer devotion was noted in hotels of lower grade. Positive and decently critical relationship between customer direction practices and customer retention was apparent. Deficiencies were noted across the customer orientation practices assessed which included development of customer-oriented culture, management of staff and designing service processes for quality service delivery.

The paper presented by Sanjeev and Bandyopadhyay (2016) aims to provide an overview of the facts and trends related to the innovations taking place in the Indian hotel industry. The research revealed that some of the major emerging areas are customer service, cost competitiveness, culinary management, revenue management and technology. The paper also states that it is important to understand how innovation is managed in different functional departments and whether managers are experiencing barriers to implementing innovative ideas and processes.

The purpose of the study conducted by Taguinod (2016) was to investigate the relationship between customer retention and customer loyalty and to investigate the impact of customer retention structure on customer loyalty in the restaurant industry.

The findings reveal that all four-build customer retention: price, quality of service, customer satisfaction and brand image had a meaningful and positive relationship with customer loyalty. Research shows that customer relationship managers (CRMs) understand what their customers expect, provide better service, and resolve all customer complaints in a timely manner.

The survey conducted by Ck (2015) aims to deepen the understanding of customer retention by investigating service companies that can improve customer retention through customer relationship management. Companies can choose to apply different parts of customer relationship management to their business through technology and other ways of communicating with customers, various training programs, and other resources dedicated to the company's employees. By assessing past and present behavior, companies can adopt the most effective business strategies. Research shows that companies spend their time and resources staying in touch with their customers, taking a proactive approach to increasing customer retention and attracting and retaining customers. In this way, a company not only gains a competitive advantage, but also fosters a sense of profit-seeking not only for the company but also for its customers.

Business repetition is essential to the success of a clinic in the highly competitive medical tourism market. Han and Hyun's (2015) research is developing a model that explains the intent of overseas medical travelers, taking into account the impacts of price quality, satisfaction, reliability and rationality. The results of the structural analysis showed that it fits well with the proposed model. The quality, satisfaction, and self-confidence perceived by staff and clinics have important implications that influence the clinic's intent to revisit the destination country. And satisfaction and trust acted as important intermediaries. In general, support for the hypothesized moderating impact of price reasonableness in the proposed theoretical model was evident in the results of the metric-invariance test.

Al-Tit (2015) is service quality, food quality, customer satisfaction and retention rates in restaurants with limited service. The findings show that quality of service and food quality have a positive impact on customer satisfaction. In addition to customer satisfaction, quality of service aspects has a positive impact on customer retention. Finally, the results confirmed that customer satisfaction mediates the relationship between quality of service and customer retention. The small sample size is the main limitation of this study. The practical implications of this study are the fact that

restaurants with limited-service district must recognize that service and food quality in customer satisfaction play an important role as a precursor to retention.

Srivastava (2015) has investigated various demographic factors that affect the loyalty of fast-food customers to national and international fast-food chains. He also compared the differences between global and local fast-food chains because the products offered are culturally different. The results of his study show that Indians prefer global fast-food chains to Indian fast-food chains. Loyalty to global brands has been found to be of higher quality than Indian brands, so brand visits and recommendations to friends and colleagues are more frequent. There are ethnic differences between the world and Indian fast-food chains. Global food chain brands are generating more reviews compared to the Indian food chain. Demographic factors affect fast food chain patronage. Further, author has revealed the positive impact of customer loyalty on customer retention.

Han and Yun (2015) apply the Theory of Repurchase Decision-making (TRD) to examine the post-purchase decision-making process of Green Hotel guests and delve into TRD considering the mitigating role of eco-concerns. Evaluation of the measurement model revealed that all measurements of the survey variables contained an appropriate level of reliability and validity. The predictive power of the proposed conceptual framework consists of spontaneous, non-random, cognitive, emotional, evaluative, positive, motivational, and automated processes, and is superior to alternative social psychological models. The results of the structural analysis showed that the proposed relationships between the components in the TRD are generally supported. Satisfaction and desire acted as meaningful mediators and the role of desire in building the willingness to return was outstanding. In addition, ecological concerns have been found to have a significant and moderate impact on intention formation. Overall, TRD has been well dug into this study to give a clear understanding of the green hotel customer's decision-making process.

Customer relationship management (CRM) is the most robust and effective approach to maintaining and building close relationships with customers in the service industry, including hotels. In addition, effective CRM implementation will increase business revenue by acquiring new customers and retaining existing customers, reducing operating costs of the hotel business, improving customer satisfaction, and ensuring customer service. Long-term profitability and sustainability. Angmuthu (2015) analyses the relationship between CRM practices and customer satisfaction in the

hotel sector. In addition, this study looks at the impact of customer satisfaction on customer retention and loyalty practices in the hospitality industry. In this study, the implementation of CRM practices such as the ability to improve customer relationships, customer-oriented strategies, customer value, customer interaction management practices, and customer contact programs is actively associated with customer satisfaction in the hospitality industry. Finally, we can conclude that customer satisfaction is significantly and positively associated with customer loyalty and maintenance practices in the hotel sector.

The purpose of the study conducted by Lai (2015) was to evaluate the observed value roles, customer satisfaction and affective commitment, as they mediate the effect of the quality of service to customer loyalty at Hong Kong-style theatre restaurants; they are quick service restaurants with a quick service. Western and Asian food melting menu. Based on the analysis of the data collected from 382 clients of these tea restaurants, the study found the following relationships: (1) The quality of the service positively affects the perceived value, customer satisfaction and customer loyalty; (2) The observed value is a mediator of the relationship between the quality of service and customer satisfaction; (3) Customer satisfaction positively affects the affective commitment and customer loyalty; and (4) The affective commitment is a mediator of the relationship between customer satisfaction and client loyalty. Contrary to expectations, however, the observed value does not have a significant impact on client loyalty for these restaurants. This study emphasizes the role of affective commitment in the study of the quality of service, and is also one of the mines that addresses Asian restaurants because it shows the moderate consequences of culture in relationships between Hong Kong-style-theater and its clients.

A study conducted by Kanopaitė (2015) aims to investigate the impact of experiential marketing on perceived value and customer satisfaction in restaurants in Lithuanian cities. Customer retention is considered as a management implication to test the impact of customer satisfaction. Six hypotheses were developed to investigate the relationship between experiential marketing, customer perceived value, satisfaction, and maintenance. Empirical data was collected from 243 respondents who recently visited the restaurant. A quantitative study design was selected for the study. Online surveys and "face-to-face" methods were used to collect the data. The results showed that emotions, emotions, and acting experience had a statistically significant positive effect. It affected customer satisfaction, and only emotional and behavioral

experiences had a statistically significant positive impact on customer retention. Testing the relationship between experiential marketing and customer perceived value showed that sensory experience had a positive impact on each variable of customer perceived value. In addition, data analysis showed that there is a two-way relationship between experiential marketing and customer perceived value, and a two-way relationship between satisfaction and retention. Restaurant managers have adopted the findings to develop marketing strategies that better understand the visitor's experience, promote the service more effectively, and maximize the value and satisfaction that customers perceive.

Syaqirah and Faizurrahman (2014) conceptualized customer retention for 3-star hotels by measuring the quality of hotel room service and customer spending sentiment and adjusting customer satisfaction. This gave the author a sense of the reason and importance of room service, and the choice of customers to receive the same service on their next stay, especially in middle-class hotels. The findings on key customer retention factors provided a benchmark for hotel owners to develop strategies for room service quality.

The hotel industry is a very prosperous, profitable and highly competitive market. To compete in such markets, hotels need to focus on maintaining good customer relationships and satisfying their customers. Organizations are increasingly using customer relationship management (CRM) to drive sales and revenue by focusing on customer retention and loyalty. A study published by Banga, Kumar, and Goyal (2013) studies customer relationship management (CRM) practices in the hospitality industry. In this survey, the majority of managers showed a positive attitude towards CRM practices, and the most common activity performed was to survey the client's existing database and personal advice. The benefits of CRM are amplified customer satisfaction and improved customer loyalty.

Examination directed by Warraich, Ahmad, Qureshi (2013) explored the relationship between dining attributes, customer satisfaction and customer retention in the fast-food industry. This examination has brought out how to acquire customer retention to the services and the elements that impact the customer retention. For this examination test size of 164 consumers from various fast-food restaurant. Multiple Regressions were utilized as the measurable instrument. Results acquired from the examination confirmed that there is a critical effect of service quality on the customer retention.

Customers complain since they need to be dealt with decently by the organization when a service disappointment happens. The job of apparent objection justice and its connection to customer satisfaction has been examined and explored. Notwithstanding, a static view is generally embraced in past writing. Siu, Zhang and Yau (2013) contended that satisfaction is combined and both earlier satisfaction and post-recuperation satisfaction ought to be taken a gander at comparable to objection justice with regards to service recuperation. Creators endeavored to fill the hole by exploring the intervening job of justice in the relationship between earlier satisfaction and post-recuperation satisfaction (both with the recuperation and with the association) and inspecting the interceding job of post-recuperation satisfaction in the relationship between the elements of justice and customer retention. Justice aspects (distributive justice, procedural justice, and interactional justice) were found to completely intercede the relationship between earlier satisfaction and satisfaction with recuperation. All aspects, aside from the interactional justice, were additionally observed to be incomplete arbiters in the relationship between earlier satisfaction and post-recuperation satisfaction with association. Discoveries additionally uncovered the interceding jobs of two post-recuperation satisfaction factors in moving the justice aspects into social goal, with the two factors assuming practically inverse parts. Conversation and proposals are accommodated future turn of events and improvement in building long haul relationship with customers.

The purpose of modern Indian hotel organizations is to increase occupancy and revenue by improving the customer experience. To achieve these results, hotel managers need to have a deep understanding of their needs, behaviors and preferences and know how the services provided can add value to their customers and increase their retention and loyalty. An article published by Dhillon, Joshi, and Verma (2012) focuses on the customer information system design process, especially the matrix host information in the system database, and is a methodological frame for analyzing guest-to-hotel ratios and hotel guest profiles.

Koutroumanis, Watson, and Dastoor (2012) have developed and tested a model of organizational culture and customer service with respect to the behavioral intent to return to an independent, informal restaurant. It builds on previous work on organizational culture and hospitality related to quality of service and returns action intent by assessing two types of organizational culture, family groups and market types. The results suggested that the type of clan culture has a positive relationship

between the high level of quality of service observed and the intent to return to the restaurant. However, the type of market culture, as expected, has a negative impact on the intent of the return. The findings lead to practical applications in the restaurant industry, with professionals planning to develop and improve service delivery practices to generate more repeaters.

Relationships form a new foundation for competitive advantage in a changing business environment. Service organizations of all types and sizes are shifting their focus from transactional exchanges to relational exchanges. As organizations gain a better understanding of the benefits of being a “relationship-oriented organization,” organizations' marketing strategy should incorporate the technical and behavioral characteristics of service solutions that are essential to creating a satisfying, enjoyable, and successful customer experience. By adopting a customer-centric approach, service companies can effectively use all resources to create the desired customer experience. Trust, commitment, ethical practices, adherence to promises, mutual sharing, emotional ties, personalization and customer orientation are reported as key elements of the relationship-building process. Published by Sahoo (2011), this empirical study analyses key aspect of relationship exchange and practices adopted in customer relationship management to extract knowledge from the hotel industry on aspects of knowledge management, information technology, communication and relationships. The survey also focuses on the loyalty programs practiced by hotel owners. This study focuses on CRM practices in Star Hotels and focuses on the services that lead to CRM practices.

In recent years, there has been increasing awareness of the environmental impact of food service industry behavior. This awareness has led organizations to see changes in the priorities of both new and existing businesses. At the forefront of this “green” shift is GRA, which, according to environmental guidelines, proves how green a business is. A study by Szuchnicki (2009) investigated the correlation between customer return intentions and the establishment of environmentally friendly practices in restaurants. Survey results show that restaurants that are green-certified or have measures to make them more sustainable have a higher customer retention rate than restaurants that choose to work with traditional business practices.

Study led by Sim, Mak and Jones (2006) surveyed the antecedents and consequences of customer fulfillment and retention in the lodging business. The relationship between customer fulfillment and customer retention has been explored for a long

time. This review stretched out that exploration to view at the predecessor impacts of customer fulfillment just as the impact of included worth and sexual orientation customer fulfillment and customer retention, and how they identify with the purpose to switch. Customer retention was operationalizing as far as dedication and purpose to switch. Customer fulfillment was operationalizing as far as lodging atmosphere and friendliness. A study among inn customers in the San Francisco Bay Area was directed. Consequences of the review showed that the inert develop customer retention were subject to the idle build of customer fulfillment. Added esteem was found to have positive effect on customer fulfillment and customer retention. Administrative ramifications to foster techniques to further develop customer fulfillment and upgrade retention of lodging customers were talked about in the study. Kim, Lee, and Yu (2006) investigated the relationship between the elements of relationship management activities (predictors), the quality of relationships (mediation structure), and the outcome of relationships (commitment, loyalty, word of mouth). Despite many studies focusing on the quality of relationships, some important questions about the relationships between the three components have not been fully investigated. A conceptual model was developed and tested to investigate the mediation effect of relationship quality on relationships between 7 relationship management activities and 3 relationship outcomes. Structural comparison analysis of data collected from a survey of 887 diners in 21 fine dining shows that the quality of relationships is the primary mediator between relationship management activities and relationship outcomes. Effective use of relationship management strategies can increase customer engagement, spread positive reviews, and build loyalty. The results of this survey provide restaurant managers with guidance on developing and implementing improved relationship management strategies.

Globalization, the impact of regional economic conditions, services, tourism, the development of the hospitality industry, and increased competitiveness have brought about major changes in the hotel's operating environment. These changes require marketing efforts from the hotel not only to win the hotel, but also to retain (more profitable) customers. In this study by Petzer (2005), author has developed a customer retention framework for hotels. According to the literature review of this survey, service companies such as hotels need to implement competitive marketing strategies in order to improve their competitiveness and retain their customers. Also, as demand for hotel supply arises, this demand and capacity must be managed. There seem to be

several elements to customer retention. It's important to establish customer relationships and manage customer interactions to reduce dissatisfaction and potential shortcomings. In addition, one need to manage service errors and the hotel has plans to restore service.

Published by Weinstein (2002), the research paper describes how companies develop initiatives and customer retention approaches to maximize long-term customer value. Specifically, research paper studies the significance of customer retention; conceptualizes an integrated customer value and retention model. Further, it explains how market segmentation can assist in relationship building, retention strategy and profit planning. Inferences for marketers and customer value managers are presented in retention marketing are identified.

As stated by Ahmad and Buttle (2002), customer retention is increasingly seen as an important management issue, especially when the market is saturated or the number of new customers is sluggish. It is also recognized as a major purpose of relationship marketing, primarily because it has the potential to provide a good relationship economy. In other words, it costs less to maintain than to acquire new customers. Through a case study, this document reports on a survey of testing or theoretical positions related to customer retention strategies that reflects the practices of the four companies. Generalized theories that imply universal applicability have the assumption that they tend to overlook the characteristic impact of contextualized business conditions on effective customer retention strategies. This white paper recommends that both theorists and managers take the "business context" into account when developing and implementing customer retention strategies.

Traditional marketing approaches emphasize the principles of the marketing mix, the pursuit of market share advantage through mass marketing techniques, and the acquisition of new customers. This approach has guided managers for decades in planning and implementing marketing strategies. However, some authors have noted the shortcomings of traditional marketing approaches that led to the birth of relationship marketing (RM). RM focuses on customer retention and advocates supplier-customer interaction and long-term relationships. However, in traditional marketing approaches, customer retention is seen as a goal and not a means of generating long-term profitability for a company. Published by Ahmad and Buttle (2001), this document analyses key customer retention issues: their definitions, measurement methods, benefits, and possible implementation strategies. It used

examples from different contexts. Customer retention has been suggested to be part of the strategic marketing planning process. We believe that customer retention is a potentially powerful marketing management strategy. More studies are also recommended.

Many companies have invested significant resources in their customer retention strategies on the premise that increasing customer retention leads to significant increases in profits. However, profitability is determined by four factors: retention rates, segmentation issues, long-term customer value components, and the ability to calculate long-term customer value. If these factors are unfavorable, the profit can be lower than the cost of the retention strategy. Using these factors, a case study presented by McDougall (2001) shows how companies can determine when retention strategies are likely to pay off. In general, strategies are appropriate when: the level of business retention is high, the value of the segment is different, the long-term customer value factor is good, and individual customer value can be determined.

The relationship between customer loyalty and satisfaction, profitability and customer retention is explained within the relationship marketing framework. The importance of loyal customers and their impact on business profitability is undeniable, but achieving customer retention is harder than you might think. Various strategies, such as loyalty schemes and discount cards, may be used to retain customers, but their success is questionable. Presented by McIlroy and Barnett (2000), this study describes customer reaction to discount card promotions. Customers who purchased the card were found to be characteristic of Morgan's "mercenary". They were highly satisfied, but their commitment to the company was low. However, a successful loyalty program requires developing "loyal" customers who are highly satisfied and loyal, stay in the company, and support the company.

Companies that offer loyalty rewards programs believe that their programs have a long-term positive impact on customer reviews and behavior. However, as the Loyalty Rewards program increases the duration of relationships and levels of usage, customers are increasingly exposed to any service experience, including experiences that may switch customers to another service provider. Published by Bolton, Kannan, and Bramlett (2000), this article examines the conditions under which the Loyalty Rewards program has a positive impact on customer reviews, behaviors, and repetitive purchase intent. The results show that members of the Loyalty Rewards Program are ignoring or rejecting the company's negative assessment of its

competitors. One possible reason could be that members who reward loyalty understand that they get better quality and service at their price, or "good value."

Intensifying competition from budget-branded hotels and monopoly-owned-branded hotels threatens the future of some independent mid-sized hotels unless they can provide their customers with solid, carefully thought-out marketing proposals. It shows that it is. An exploratory article published by Imrie (2000) will determine how independent midmarket sector hotels can achieve lasting (or long-term) customer loyalty and prevent customers from switching to cheaper, company-owned hotels. It is said. This draws conclusions about the potential success of independent midmarket hotels in meeting customer requirements, attracting loyal customers and limiting change. Of great importance, is the question of whether these challenges can be addressed and overcome, and whether the future of independent mid-sized hotel owners is truly at stake?

Customer retention is fundamental for the continued existence of firms and it has turned into a mantra among the two scholastics and professionals the same. The actual presence of firms relies upon the earth-shattering impact customer retention has on the company's presentation. As expressed by Padmashantini, Gengeswari and Sofiah (n.d), literature on past literary works shows that significant exploration has been done in the food and drink industry both universally and locally however none have focused on the high-end restaurants in Malaysia. Subsequently, the review led by creators explore factors which impact customer retention practices and its actions among top notch restaurants in the province of Penang, Kuala Lumpur and Johor. Discoveries from the investigation showed that food quality and service quality altogether impact firm execution, but eatery picture and saw esteem had the un-huge effect on firm execution. As needs be, a few proposals and suggestions were accommodated future explores in accordance with the critical discoveries of the review.

In his article, Suraj (n.d) described the customer retention strategy adopted by independent restaurants in the city of Pune. Happy hour discounts are one of the most commonly used strategies in independent restaurants, benefiting from increased sales with repeaters and helping to further enhance your brand with word-of-mouth advertising. Independent restaurants benefit from both financial and non-financial benefits. Today's customers are attracting restaurants that offer several benefits that offer different benefits. This study focuses on whether customer retention strategies

should be adopted in Pune's independent restaurants and what the benefits will be for the company.

In his study, Jaja (n.d) explained how food offerings relate to customer patronage in fast-food restaurants. As a result, perceived value mediates a good relationship between the service staff and the customer, in other words, the ability of the staff to present food in a good and attractive way enhances the perceived value of the customer's mind, which is more. Showed that it leads to big things. Satisfaction, and thus the level of sponsorship. The study found that companies with a deep understanding of qualified in-house staff, innovative service features, and self-service technologies can make significant progress in the face of adverse economic conditions.

2.3 Summary

Researcher has reviewed several literatures as a part of literature review chapter. With the present analysis researcher has able to focus on several dimensions of customer retention. Research has observed following facts:

- Churn is intently attached to customer satisfaction, and for clear reasons. Unhappy customers are bound to leave, and when they do, they take a piece of your business with them.
- It's more costly to get new customers than to keep your current ones.
- Existing customers spend more than a new customer.
- Existing customers are easier to sell to.
- Customer retention in hotels is just conceivable through a decent procedure however similarly significant is guiding it towards the designated bunch. Like how one would qualify new leads, you additionally need to recognize repeating visitors who hold solid money related worth.
- The ideal customer for business is the person who returns on numerous occasions. With regards to getting individuals in the entryway, it's consistently more straightforward to get somebody in those days to track down pristine customers.
- Customer retention alludes to methodologies restaurants use to develop repeat business. Set forth plainly, it's the means by which they keep customers returning.

Researcher has reviewed several literatures as a part of literature review chapter. This section has helped researcher to identify variables for study. Moreover, literature review helped researcher to identify and establish relationship between variables. Researcher has also identified research gaps which are as follows:

1. Researcher has not found a single study focusing on customer retention practices in stand-alone Indian speciality restaurants.
 2. Moreover, majority of studies were belonged to diversified culture or markets.
 3. It was also observed that vary less studies were available on customer retention strategies with respect to restaurant business. Many studies were focusing on hotel business or hospitality sector.
 4. Several authors have discussed many strategies for customer retention; however no noteworthy study has found focusing on retention strategies for Indian speciality restaurants.
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Chapter 3

Research Methodology

- 3.1 Introduction
- 3.2 Significance of the Study
- 3.3 Research Gap
- 3.4 Scope of the Research
 - 3.4.1 Geographical scope
 - 3.4.2 Theoretical scope
 - 3.4.3 Time frame
 - 3.4.4 Contribution Scope
 - 3.4.5 Analytical scope
- 3.5 Research Questions
- 3.6 Objectives of the Study
- 3.7 Development of Hypotheses
- 3.8 Research Design
 - 3.8.1 Type of Research Design
 - 3.8.2 Type of Data Sources
 - 3.8.2.1 Primary data
 - 3.8.2.2 Secondary Data
 - 3.8.3.3 Sampling Design, Sample Size, Selection of Sample and Sample Respondents
 - 3.8.4.4 Tools and Techniques of Analysis
 - 3.8.5.5 Statistical Tests
- 3.9 Reliability and Validity of the Measures Used
- 3.10 Limitations and Scope for future research

Research Methodology

Research methodology chapter includes the description of research approach followed by the researcher for this report. Chapter describes the significance of the study, poses the research statements, significance of the study and the research gaps as identified through literature review. The objectives of the study are also presented in the chapter followed by the hypotheses. It further explains the research design which consists of the type of research, sampling design, sample size and type and data collection methods. It also describes the selection of various tools and techniques undertaken as part of hypotheses validation.

3.1 Introduction

Customer retention is the support of ceaseless exchanging associations with customers over the long haul. Customer retention is the perfect representation of customer defection or churn. High retention is comparable to low defection.

Conventionally, customer retention is defined as:

Customer retention is the number of customers doing business with a firm at the end of a financial year, expressed as percentage of those who were active customers at the beginning of the year.

In any case, the suitable span over which retention rate ought to be estimated isn't generally one year. Rather, it relies upon the customer repurchase cycle. Some of the time organizations are not satisfactory with regards to whether a singular customer has defected. This is a direct result of the area of customer related information, which may be held in product silos, channel silos or functional silos. The utilization of totals and midpoints in computing customer retention rates can cover a genuine comprehension of retention and defection. This is on the grounds that customers vary in their business, costs-to-serve and purchasing practices. It is entirely to be expected for few customers to represent an enormous extent of organization income.

A high raw customer retention rate doesn't generally flag incredible customer retention execution. This is on the grounds that customer defection rates shift across companions of customers. Defection rates will quite often be a lot higher for more up to date customers than longer residency customers. After some time, as vender and purchaser show responsibility, trust develops and it turns out to be logically harder to break the relationship. Fruitful customer procurement projects could create the result

of a high customer defection rate, basically on the grounds that new customers are bound to defect.

There is a strong economic argument in favour of customer retention.

- Expanding purchases as tenure develops over the long haul, customers come to know their providers. Giving the relationship is agreeable; trust develops while hazard and vulnerability are decreased. In this way, customers submit a greater amount of their going through to those providers with whom they have a demonstrated and acceptable relationship. Additionally, on the grounds that providers foster further customer closeness over the long haul, they can appreciate better yields from their strategically pitching endeavours.
- Lower customer management costs over the long haul the relationship start-up costs that are caused when a customer is obtained can be very high. It might require quite a long while for enough profit to be procured from the relationship to recover those securing costs.
- Customers who willingly commit more of their buys to a favoured provider are for the most part more fulfilled than customers who don't. They are in this way bound to absolute good word-of-mouth and impact the convictions, sentiments and practices of others. Customers who are regular purchasers are heavier referrers.
- Customers who are satisfied in their relationship might remunerate their providers by following through on greater expenses. This is on the grounds that they get their feeling of significant worth from more than cost alone. Customers in a set up relationship are likewise prone to be less receptive to value requests presented by contenders.

These conditions imply that held customers are for the most part more productive than recently gained customers. Drawing from their counseling experience, Dawkins and Reichheldⁱ report that a 5 percent expansion in customer retention rate prompts an increment in the net present worth of customers by somewhere in the range of 25 and 95 percent across a wide scope of ventures. To put it plainly, customer retention drives up customer lifetime value.

Restaurant customer retention includes providing a constant, positive experience to customers again and again. Doing so can be more advantageous to business than spending time and money on marketing to acquire new customers.

In this research, researcher has analyzed following aspects related to the financial contention for zeroing in on customer retention as customer tenure lengthens: the

volume and value of purchasing increases, customer management costs fall, referrals increase and customers become less price sensitive.

- Proportions of customer retention differ across industry in light of the length of the customer repurchase cycle.
- There are three potential proportions of customer retention. Raw customer retention is the quantity of customers working with a firm toward the finish of an exchanging period, communicated as level of the individuals who were dynamic customers toward the start of a similar period. This raw figure can be adapted to deals and benefit.
- Customer retention endeavours are by and large aimed at customers who are deliberately significant.
- These equivalent customers might be extremely appealing to contenders and might be exorbitant to hold.

3.2 Significance of the Study

As a part of the service industry, restaurants strive to sustain in the current competitive scenario. It is important to maintain and improve the relationship with their customer and understand their expectations. However, due to increasing competition and continuous changing needs of the customer it is more difficult to retain the customer. With addition of newer restaurants entering the market every day the competition is more intense. Hence effective customer retention practices lead to increase the customer retention. Therefore, the research problem is to study the impact of customer retention practices on customer retention with reference to stand-alone Indian specialty restaurants in Pune City.

Moreover, many researchers have conducted research on customer retention. On the basis of previous research, the fact is very transparent that if restaurants emphasizing on customer retention practices, it will automatically result into customer retention. So, it is important for the restaurant to respond the customer proactively and maintain the relationship quality. In the current market, customers do have more choices to fulfill their needs. So, considering the needs of the customers, restaurant implements customer retention practices and those practices are as: building a customer database, tracking customer complaint, face to face interaction, loyalty programs, phone / email

/ SMS marketing, using social media, restaurant website, menu engineering, comment card tracking, employee training, corporate tie –up, and service quality.

The present study aims at arranging the chorology of the listed practices and finding the top five customer retention practices to help the restaurant owners and the Manager to implement the same in order to retain the customers.

3.3 Research Gap

Researcher has reviewed several literatures as a part of literature review chapter. This section has helped researcher to identify variables for study. Moreover, literature review helped researcher to identify and establish relationship between variables. Researcher has also identified research gaps which are as follows:

1. Researcher has not found a single study focusing on customer retention practices in stand-alone Indian speciality restaurants.
2. Moreover, majority of studies were belonged to diversified culture or markets.
3. It was also observed that vary less studies were available on customer retention strategies with respect to restaurant business. Many studies were focusing on hotel business or hospitality sector.
4. Several authors have discussed many strategies for customer retention, however no noteworthy study has found focusing on retention strategies for Indian speciality restaurants.

3.4 Scope of the Research

Scope of research covers the spread of study which was undertaken by the researcher as part of this study. It is categorized into four sections. The geographical scope presents the geographical region undertaken as part of this study. The theoretical scope includes the topic(s) and sub- topic(s) covered in this study. The time frame of study conducted. The contribution scope presents the proposed practices as an outcome of the research. Finally, the analytical scope determines that the analytical tools were rigorous for the research.

3.4.1 Geographical Scope

The researcher had chosen Pune region as a geographical spread for the study. By the limited resources available with the researcher, the geographical area was limited. However, the study could have been conducted on a larger geographical area with availability of sufficient resources.

3.4.2 Theoretical Scope

Undoubtedly, customer retention practices are very dynamic in nature and sub-set of customer relationship management. Though the researcher had made every effort to account for the 'happenings' in the study, but it was beyond the scope of the study to cover all the happenings.

3.4.3 Time Frame

The study had an instinctive constraint of time frame during which it was conducted. It may not be exaggerating to say that on account of the highly dynamic nature of the customer retention practices, it is always possible that the data, references and periodicals may become obsolete. Therefore, the study had to be completed in a given time frame. Also, because of having limitations of time, the researcher has to limit his study to the selected samples in Pune region.

3.4.4 Contribution Scope

Apart from theoretical study, this thesis also presents few best practices and strategies those can be implemented by the restaurants so as to practice customer retention activates in an effective manner. The customer retention practices thus will help to drive more benefits to restaurants and hospitality industry in general.

3.4.5 Analytical Scope

At the outset of the need of secondary data, reliability of the presumption and observations naturally depend on the authenticity of the secondary source of information and also the information itself. Of course, while doing so and being aware of these limitations, the researcher herein has taken due care and precautions at very possible stage not allowing any prejudice or bias in the work.

3.5 Research Questions

Extensive review of literature was conducted related to various aspects of customer retention. Based on the same, the following research questions were formulated:

1. What all customer centric relationship management practices Indian speciality restaurants in Pune city follow and how it impacts customer retention?
2. What mechanism is available at Indian speciality restaurants in Pune city to handle customer complaints and how it impacts customer retention?
3. How Indian speciality restaurants in Pune city uses of Telephonic, SMS and email marketing strategies for customer retention?
4. How Indian speciality restaurants in Pune city uses of social media marketing strategies for customer retention?
5. How Indian speciality restaurants in Pune city uses of website strategies for customer retention?
6. What all customer loyalty programs Indian speciality restaurants in Pune city practices and how it impacts customer retention?
7. How an Indian speciality restaurant in Pune city uses menu engineering or customer retention?
8. How Indian speciality restaurants in Pune city uses comment card tracking for customer retention?
9. How Indian speciality restaurants in Pune city uses employee training for customer retention?
10. How an Indian speciality restaurant in Pune city uses service quality for customer retention?

3.6 Objectives of the Study

Based on the literature review, research gaps and research questions, researcher has set following research objectives of the study:

1. To identify and study customer retention practices implemented by Indian speciality restaurants in Pune city.
2. To identify preferred customer retention practices for standalone Indian speciality restaurant in Pune city.
3. To study the impact of selected customer retention practices on customers of standalone Indian speciality restaurant in Pune city.
4. To arrange the chronology of selected customer retention practices affecting the customer retention of standalone Indian speciality restaurant in Pune city.

3.7 Development of Hypotheses

Based on the above objectives, researcher has set following hypotheses to validate through this research:

1. **H₁**: Customer centric relationship management practices positively impacts customer retention.
2. **H₂**: Mechanism is available to handle customer complaints positively impacts customer retention.
3. **H₃**: Telephonic, SMS and email marketing strategies positively affects customer retention.
4. **H₄**: Social media marketing strategies positively affects customer retention.
5. **H₅**: Website strategies positively affect customer retention.
6. **H₆**: Customer loyalty programs positively impacts customer retention.
7. **H₇**: Menu engineering strategies positively impacts customer retention.
8. **H₈**: Comment card tracking practices positively impacts customer retention.
9. **H₉**: Employee training at restaurants positively impacts customer retention.
10. **H₁₀**: Overall service quality at restaurants positively impacts customer retention.

3.8 Research Design

The research design is a blue-print/master plan of all the methods and procedures or conceptual structure within which research is conducted. It constitutes for the collection, measurement and analysis of data. ‘A research design is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure.’

3.8.1 Type of Research Design

The researcher has adopted descriptive research design for the present research purpose. Descriptive research describes the present status of people, attitudes, and progress. Descriptive research design takes a “what is” approach. It involves collecting quantitative information, describes categories of qualitative information, involves gathering data that describe events and then organizes, tabulates, depicts, and describes the data.

3.8.2 Type of Data Sources

The researcher has used both primary data sources and secondary data sources to collect the information.

3.8.2.1 Primary data

For the purpose of primary data, the researcher has developed ‘structured, un-disguised questionnaires’ as a research instrument. The present questionnaires are consisting of dichotomous, multiple choice and Likert’s-type scale questions. This questionnaire comprises of nominal, ordinal, interval and ratio scale. In order to make the questionnaire effective and to ensure quality to the replies received, the researcher has paid attention to the question-sequence in preparing the questionnaires. Moreover, researcher had prepared draft questionnaires on the foundation of preliminary interviews, expert opinions and literature review. Then the draft questionnaires were tested through pilot survey to find out relevancy of the questions, understanding of the questions by the respondents, willingness of the respondents to share the information, ease and time taken by the respondents for completion of the questionnaire, likely range of responses, etc.

3.8.2.2 Secondary Data

However, researcher has collected the secondary data through Print media like books, magazines, Research Articles on Google Scholar, Wiley On-line and such other internet websites, related company literatures and online reports of various research organizations, etc.

3.8.3 Sampling Design, Sample Size, Selection of Sample and Sample Respondents

Sampling design was derived by the researcher which consists of sampling method and estimator. The purpose was obtaining a representative sample from a given population, so that reliable conclusions can be drawn and which would be true representation of the population.

The area of research is related with geographical area of Pune city. There are total 80 Indian speciality restaurants in Pune city. Out of available restaurant, researcher has collected the data from 69 restaurant representatives. These representatives are owners, restaurant managers or marketing managers who have detailed knowledge of all marketing and customer retention strategies been adopted by their restaurant in particular.

Researcher has used purposive sampling technique to select the restaurant respondents.

3.8.4 Tools and Techniques of Analysis

Data analysis was carried out using statistical software. The primary data was collected in a questionnaire form and the questions were close ended. The Statistical Package for the Social Sciences Program (SPSS) version 17.0 was used in this study for all the statistical assessments. The data set was screened and examined for incorrect data entry, missing values, normality and outliers.

3.8.5 Statistical Tests

In this study, descriptive statistics is used followed by inferential statistics as regression analysis to test the hypotheses.

3.9 Reliability and Validity of the Measures Used:

After all responses, face validity, content validity, and pre-test of 30 respondents have conducted in order to test the reliability and validity of the research measures.

3.10 Limitations and Scope for future research

The researcher has undertaken utmost care while planning and executing this research. However, there are many uncontrollable factors, owing to which the researcher listed down the following as limitations to her body of research:

- i. The study of research subject is restricted to Indian speciality restaurants in Pune only.
 - ii. Study is only limited to one of the aspects of customer relationship management as customer retention strategies.
 - iii. This study does not consider the psychological factors affecting the customer behaviour.
 - iv. The answers by customer may vary because of different factors.
 - v. The suggestions that are drawn from the study will not be applicable to the entire Speciality restaurant category.
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Chapter 4

Analysis and Interpretation of Data & Findings and Observation

- 4.1 Data Analysis of Questionnaire
- 4.2 Validation of Hypotheses
- 4.3 Findings of the Study
- 4.4 Findings with reference to Objectives

4.1 Data Analysis of Questionnaire

To check the reliability of all items in the questionnaire 1, the researcher has applied Cronbach's Alpha reliability method. The reliability coefficient value was highly significant i.e., 0.951 and depict high reliability of the questionnaire. Reliability test was applied using SPSS software and the reliability test measures are given below:

Table 4.1: Reliability Statistics

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .951 | 65 |

(Source: Primary Data)

Table 4.2: Demographic Profile of the Respondents'

| | | Frequency | Percent | Cumulative Percent |
|-------------------------------|--------------------|-----------|---------|--------------------|
| Educational qualification | Undergraduate | 6 | 8.7 | 8.7 |
| | Graduate | 46 | 66.7 | 75.4 |
| | Postgraduate | 17 | 24.6 | 100.0 |
| Designation of the respondent | Owner | 7 | 10.1 | 10.1 |
| | Restaurant Manager | 51 | 73.9 | 84.1 |
| | Marketing Manager | 11 | 15.9 | 100.0 |

(Source: Primary Data)

Respondents' demographic profile is presented in the table 4.2. From the above table it is observed that out of total respondents, 46 were graduated and accounted for 66.7 percent of response, followed by 24.6 percent were postgraduate respondents. Remaining 8.7 percent of respondents were undergraduates. Designation-wise data of respondents' is also presented in the table. From the above table it is observed that out of total respondents, majority were restaurant managers and accounts for 51 respondents. Likewise, 11 were marketing managers followed by 7 as owners of the restaurant.

Table 4.3: Customer Centric Relationship Management

| | | Ratings | | | | | Mean | S.D. |
|---|------|---------|------|-------|-------|-------|------|------|
| | | 1 | 2 | 3 | 4 | 5 | | |
| Finding needs of key customers | Freq | 0 | 0 | 0 | 20 | 49 | 4.71 | 0.45 |
| | % | 0 | 0 | 0 | 28.99 | 71.01 | | |
| Sales and marketing expertise to succeed in customer relationship management | Freq | 0 | 1 | 4 | 32 | 32 | 4.37 | 0.66 |
| | % | 0 | 1.45 | 5.80 | 46.38 | 46.38 | | |
| Sufficient budget to succeed in customer relationship management | Freq | 0 | 0 | 10 | 35 | 24 | 4.2 | 0.67 |
| | % | 0 | 0 | 14.49 | 50.72 | 34.78 | | |
| Clear business goals related to customer acquisition, development and retention | Freq | 1 | 1 | 2 | 37 | 28 | 4.3 | 0.73 |
| | % | 1.45 | 1.45 | 2.90 | 53.62 | 40.58 | | |
| Staffing precisely designed around customers | Freq | 1 | 2 | 3 | 41 | 22 | 4.17 | 0.76 |
| | % | 1.45 | 2.90 | 4.35 | 59.42 | 31.88 | | |
| Support of computer technology in building customer relationships | Freq | 2 | 2 | 4 | 29 | 32 | 4.26 | 0.91 |
| | % | 2.90 | 2.90 | 5.80 | 42.03 | 46.38 | | |

Grand mean: 4.33; S.D.: 0.70

(Source: Primary Data)

The ‘R’ of CRM stands for ‘relationship.’ A relationship is composed of a series of interactive episodes between buyers and supplier over time. At the very least a relationship involves interaction over time. If there is only a one-off transaction, it wouldn’t be called as relationship. Thinking in terms of a dyadic relationship, that is a relationship between two parties. Some authorities think that it is insufficient, even naïve, to define a relationship as interaction over time. Jim Barnes¹, for example,

suggests that there needs to be some emotional content to the interaction. This implies some type of affective connection, attachment or bond. A relationship has been said to exist only when the parties move from a state of independence to dependence or interdependence. In the present study, researcher was interested to find out how restaurants initiate customer centric relationship management activates? To measure customer centric relationship management practices, researcher has developed 6-item scale on five-point Likert scale on strongly agree to strongly disagree opinions and responses were obtained from the respondents. To interpret the data, mean and standard deviation is calculated for all 6-items. Moreover, grand mean and standard deviation is calculated to understand the characteristics of samples.

From the above table it is observed that for all 6-items, mean value is more than the average value on five-point Likert scale, i.e., value 3. Moreover, standard deviations in all the cases are lesser than one-third of mean values of all 6-items. Thus, mean values for 6-items become representative values and defines the characteristics of samples.

Thus, it can be concluded from the data that restaurants deliberately find needs of key customers, they recruit team of sales and marketing experts to succeed in customer relationship management, restaurants allocate sufficient budget to succeed in customer relationship management, restaurants set clear business goals related to customer acquisition/ development / retention, staffing precisely designed around customers and support of computer technology in building customer relationships.

Grand mean is observed as 4.33 with 0.70 values of standard deviations. Thus, it can be concluded from the opinion of respondents that restaurant follow customer centric relationship management practices.

Table 4.4: Mechanism to Handle Customer Complaints

| | | Ratings | | | | | Mean | S.D. |
|---|------|---------|------|-------|-------|-------|------|------|
| | | 1 | 2 | 3 | 4 | 5 | | |
| Formal guidelines and policies to record, investigate and resolve any customer dissatisfaction and problems | Freq | 0 | 1 | 2 | 29 | 37 | 4.47 | 0.63 |
| | % | 0 | 1.45 | 2.90 | 42.03 | 53.62 | | |
| Listening to customer complaints | Freq | 0 | 1 | 0 | 21 | 47 | 4.65 | 0.56 |
| | % | 0 | 1.45 | 0.00 | 30.43 | 68.12 | | |
| Apologizing on mistakes at restaurants | Freq | 1 | 4 | 23 | 41 | 0 | 4.49 | 0.74 |
| | % | 1.4 | 5.80 | 33.33 | 59.42 | 0 | | |
| Solving customer complaints | Freq | 0 | 0 | 1 | 21 | 47 | 4.66 | 0.5 |
| | % | 0 | 0 | 1.45 | 30.43 | 68.12 | | |
| Follow up with customers to make sure they are satisfied with the solution | Freq | 0 | 0 | 3 | 22 | 44 | 4.59 | 0.57 |
| | % | 0 | 0 | 4.35 | 31.88 | 63.77 | | |

Grand mean: 4.57; S.D.: 0.60

(Source: Primary Data)

Customers complain when they experience one of two conditions: their assumptions are failed to meet expectations to a certain extent that falls outside their zone of resilience, or they sense they have been dealt with unreasonably. Equity theory discloses the client's reaction to being dealt with unjustifiably. Customers likewise have a zone of capacity to bear administration and item execution. The scope of average execution will rely on the significance of the item or the specific item quality that is warranting complaint. Resistances will be stricter for more significant items

and properties. For insignificant items and traits, customers will generally be less requesting. Where client experience falls outside their zone of resilience, there is cause for complaint. No one enjoys getting complaints; however, they are unavoidable. Indeed, even the best organizations here and there bomb customers and provide reason for complaint. In this way, it's a good idea to execute an arrangement and interaction to get, handle and resolve client complaints.

In the present study, researcher was interested to find out the mechanism to handle customer complaints at restaurants. To measure mechanism, researcher has developed 5-item scale on five-point Likert scale on strongly agree to strongly disagree opinions and responses were obtained from the respondents. To interpret the data, mean and standard deviation is calculated for all 5-items. Moreover, grand mean and standard deviation is calculated to understand the characteristics of samples.

From the above table it is observed that for all 5-items, mean value is more than the average value on five-point Likert scale, i.e., value 3. Moreover, standard deviations in all the cases is lesser than one-third of mean values of all 5-items. Thus, mean values for 5-items become representative values and defines the characteristics of samples.

Thus, it can be concluded from the data that restaurants have formal guidelines and policies to record, investigate and resolve any customer dissatisfaction and problems. Also, they listen to customer complaints, apologizing on mistakes at restaurants, solve customer complaints and follow up with customers to make sure they are satisfied with the solution.

Grand mean is observed as 4.57 with 0.60 values of standard deviations. Thus, it can be concluded from the opinion of respondents that there exists mechanism to handle customer complaints at restaurants.

Table 4.5: Use of Telephone/SMS/Email Marketing

| | | | Ratings | | | | | Mean | S.D. |
|---|------|-----|---------|------|------|------|------|------|------|
| | | | 1 | 2 | 3 | 4 | 5 | | |
| Availability of customer information for necessary marketing activities | Freq | 0 | 1 | 4 | 27 | 37 | 4.44 | 0.97 | |
| | % | 0 | 1.4 | 5.8 | 39.1 | 53.6 | | | |
| Maintenance of a comprehensive database of customers | Freq | 0 | 0 | 2 | 33 | 34 | 4.46 | 0.55 | |
| | % | 0 | 0.00 | 2.9 | 47.8 | 49.3 | | | |
| Telephone marketing to inform and engage the customers | Freq | 0 | 3 | 10 | 24 | 32 | 5.23 | 0.85 | |
| | % | 0 | 4.3 | 14.5 | 34.8 | 46.4 | | | |
| SMS marketing to inform and engage the customers | Freq | 1 | 8 | 14 | 22 | 24 | 3.86 | 1.06 | |
| | % | 1.4 | 11.6 | 20.3 | 31.9 | 34.8 | | | |
| Email marketing to inform and engage the customers | Freq | 2 | 12 | 10 | 24 | 21 | 3.72 | 1.16 | |
| | % | 2.9 | 17.4 | 14.5 | 34.8 | 30.4 | | | |

Grand mean: 4.14; S.D.: 0.86

(Source: Primary Data)

Companies are able to create value for customers from correspondence practices that were outlandish in prior years. A huge change is that companies are presently ready to work with multilateral correspondence: organization to-client, client to-organization and even client to-client. Customarily client correspondence has been one way: from companies to customers. The traditional tools for organization to-client correspondence are one-sided: advertising, sales promotion, publicity, public relations and personal selling. Today, the advancement of new innovations has prompted the development of some direct-to-client specialized instruments including email, telephone call and SMS. Companies are currently ready to receive their message

direct to customers. Similarly, customers can receive their messages direct to companies and to different customers.

In the present study, researcher was interested to find out restaurants' use of Telephone, SMS and Email Marketing as a part of customer retention practices. To measure this use, researcher has developed 5-item scale on five-point Likert scale on strongly agree to strongly disagree opinions and responses were obtained from the respondents. To interpret the data, mean and standard deviation is calculated for all 5-items. Moreover, grand mean and standard deviation is calculated to understand the characteristics of samples.

From the above table it is observed that for all 5-items, mean value is more than the average value on five-point Likert scale, i.e., value 3. Moreover, standard deviations in all the cases are lesser than one-third of mean values of all 5-items. Thus, mean values for 5-items become representative values and defines the characteristics of samples.

Thus, it can be concluded from the opinion of the respondents that customer information is always available at restaurant level for necessary marketing activities and restaurants maintain of a comprehensive database of customers. Moreover, restaurants use telephone marketing, SMS marketing and Email marketing to inform and engage the customers.

Grand mean is observed as 4.18 with 0.86 values of standard deviations. Thus, it can be concluded from the opinion of respondents that restaurants use telephone marketing, SMS marketing and Email marketing to retain the customers.

Table 4.6: Use of Social Media

| | | Ratings | | | | | Mean | S.D. |
|---|------|---------|-----|-----|------|------|------|------|
| | | 1 | 2 | 3 | 4 | 5 | | |
| Social media to ignite customer interest in products and services | Freq | 0 | 0 | 2 | 15 | 52 | 4.72 | 0.51 |
| | % | 0 | .0 | 2.9 | 21.7 | 75.4 | | |
| Social media to gather the information to improve customer experience | Freq | 0 | 2 | 2 | 18 | 47 | 4.59 | 0.69 |
| | % | 0 | 2.9 | 2.9 | 26.1 | 68.1 | | |
| Social media to address the customer review | Freq | 1 | 0 | 1 | 20 | 47 | 4.62 | 0.66 |
| | % | 1.4 | 0 | 1.4 | 29.0 | 68.1 | | |
| Social media to address to all comments and questions of customers | Freq | 0 | 1 | 4 | 20 | 44 | 4.55 | 0.67 |
| | % | .0 | 1.4 | 5.8 | 29.0 | 63.8 | | |

Grand mean: 4.62; S.D.: 0.63

(Source: Primary Data)

Social media is so much more than just a platform to attract new customers and push new products. It can be and should be used to retain customers. When customers follow on social media, part of organizational strategy should be building a relationship, trust and loyalty with the customer.

In the present study, researcher was interested to find out restaurants' use of Social Media Marketing as a part of customer retention practices. To measure Social Media Marketing as a part of customer retention practice. Researcher has developed 4-item scale on five-point Likert scale on strongly agree to strongly disagree opinions and responses were obtained from the respondents. To interpret the data, mean and standard deviation is calculated for all 4-items. Moreover, grand mean and standard deviation is calculated to understand the characteristics of samples.

From the above table it is observed that for all 4-items, mean value is more than the average value on five-point Likert scale, i.e., value 3. Moreover, standard deviations in all the cases are lesser than one-third of mean values of all 4-items. Thus, mean values for 4-items become representative values and defines the characteristics of samples.

Thus, it can be concluded from the opinion of the respondents that restaurants use social media to ignite customer interest in their offerings. Moreover, restaurants use social media for addressing to all review, comments, questions and gather the information to improve customer experience and also address the customer reviews.

Grand mean is observed as 4.62 with 0.63 values of standard deviations. Thus, it can be concluded from the opinion of respondents that restaurants use social media marketing strategies for retention of customers.

Table 4.7: Restaurant Website

| | | Ratings | | | | | Mean | S.D. |
|---|------|---------|-----|------|------|------|------|------|
| | | 1 | 2 | 3 | 4 | 5 | | |
| Exceptional customer support for bookings and ordering food through our website | Freq | 0 | 0 | 4 | 22 | 43 | 4.56 | 0.6 |
| | % | 0 | .0 | 5.8 | 31.9 | 62.3 | | |
| Notifications through Website | Freq | 0 | 4 | 6 | 24 | 35 | 4.3 | 0.86 |
| | % | 0 | 5.8 | 8.7 | 34.8 | 50.7 | | |
| Upgraded website | Freq | 0 | 3 | 7 | 22 | 37 | 4.34 | 0.83 |
| | % | .0 | 4.3 | 10.1 | 31.9 | 53.6 | | |
| Call-to-action | Freq | 0 | 6 | 17 | 20 | 26 | 3.95 | 0.99 |
| | % | .0 | 8.7 | 24.6 | 29.0 | 37.7 | | |

Grand mean: 4.29; S.D.: 0.82

(Source: Primary Data)

Websites are an essential tool for businesses to establish their credibility and build trust with their customers. This can then be further boosted by local SEO services to attract a local demographic for businesses.

In the present study, researcher was interested to find out restaurants' use of website as a part of Customer retention practices. To measure the effectiveness of website as a part of customer retention practices, researcher has developed 4-item scale on five-point Likert scale on strongly agree to strongly disagree opinions and responses were obtained from the respondents. To interpret the data, mean and standard deviation is calculated for all 4-items. Moreover, grand mean and standard deviation is calculated to understand the characteristics of samples.

From the above table it is observed that for all 4-items, mean value is more than the average value on five-point Likert scale, i.e., value 3. Moreover, standard deviations in all the cases are lesser than one-third of mean values of all 5-items. Thus, mean values for 4-items become representative values and defines the characteristics of samples.

Thus, it can be concluded from the opinion of the respondents that restaurants provide exceptional customer support for bookings and ordering food through their website and also push several notifications to send messages through the websites. Moreover,

restaurants also try to keep their websites upgraded and it also facilitates call-to-action functions.

Grand mean is observed as 4.29 with 0.82 values of standard deviations. Thus, it can be concluded from the opinion of respondents that restaurants use website as one of the customer retention strategies for retention of customers.

Table 4.8: Loyalty Programs

| | | Ratings | | | | | Mean | S.D. |
|--|------|---------|-----|------|------|------|------|------|
| | | 1 | 2 | 3 | 4 | 5 | | |
| Targeted campaigns by tapping into customer data | Freq | 1 | 1 | 6 | 34 | 27 | 4.23 | 0.78 |
| | % | 1.4 | 1.4 | 8.7 | 49.3 | 39.1 | | |
| Different loyalty programs from competitors' program | Freq | 0 | 1 | 10 | 26 | 32 | 4.28 | 0.76 |
| | % | .0 | 1.4 | 14.5 | 37.7 | 46.4 | | |
| Tangible rewards for loyal customers | Freq | 0 | 1 | 6 | 35 | 27 | 4.27 | 0.68 |
| | % | .0 | 1.4 | 8.7 | 50.7 | 39.1 | | |
| Reward referrals at restaurant | Freq | 1 | 2 | 9 | 27 | 30 | 4.2 | 0.88 |
| | % | 1.4 | 2.9 | 13.0 | 39.1 | 43.5 | | |
| Monitoring loyalty reports | Freq | 1 | 1 | 4 | 33 | 30 | 4.3 | 0.77 |
| | % | 1.4 | 1.4 | 5.8 | 47.8 | 43.5 | | |

Grand mean: 4.24; S.D.: 0.78

(Source: Primary Data)

A loyalty programme is a scheme that offers delayed or immediate incremental rewards to customers for their cumulative patronage. The more a customer spends, the higher the reward. Loyalty programmes provide added value to consumers at two points, during credit acquisition and at redemption. Although the credits have no material value until they are redeemed, they may deliver some pre-redemption

psychological benefits to customers, such as a sense of belonging and of being valued, and an enjoyable anticipation of desirable future events.

In the present study, researcher was interested to find out impact of restaurants' loyalty program strategies as a part of customer retention practices. To measure the effectiveness of loyalty program strategies, researcher has developed 5-item scale on five-point Likert scale on strongly agree to strongly disagree opinions and responses were obtained from the respondents. To interpret the data, mean and standard deviation is calculated for all 5-items. Moreover, grand mean and standard deviation is calculated to understand the characteristics of samples.

From the above table it is observed that for all 5-items, mean value is more than the average value on five-point Likert scale, i.e., value 3. Moreover, standard deviations in all the cases are lesser than one-third of mean values of all 5-items. Thus, mean values for 5-items become representative values and defines the characteristics of samples.

Thus, it can be concluded from the opinion of the respondents that restaurants plan targeted campaigns by tapping into customer data and provide different loyalty programs from competitors program. Moreover, restaurants provide tangible rewards for loyal customers and reward referrals at restaurant. Restaurants also monitor loyalty reports.

Grand mean is observed as 4.24 with 0.78 values of standard deviations. Thus, it can be concluded from the opinion of respondents that restaurants practice loyalty programs as a part customer retention strategy for retention of customers.

Table 4.9: Menu Engineering

| | | Ratings | | | | | Mean | S.D. |
|--|------|---------|------|------|------|------|------|------|
| | | 1 | 2 | 3 | 4 | 5 | | |
| Working with individual key customers to modify and customize offerings | Freq | 1 | 2 | 2 | 24 | 40 | 4.44 | 0.81 |
| | % | 1.4 | 2.9 | 2.9 | 34.8 | 58.0 | | |
| Involvement of relevant departments to modify food and beverages as per customers choice | Freq | 1 | 2 | 5 | 33 | 28 | 4.23 | 0.82 |
| | % | 1.4 | 2.9 | 7.2 | 47.8 | 40.6 | | |
| Use menu descriptions and correct price placement | Freq | 1 | 1 | 0 | 31 | 36 | 4.44 | 0.71 |
| | % | 1.4 | 1.4 | 0 | 44.9 | 52.2 | | |
| Care for menu aesthetics | Freq | 0 | 1 | 2 | 29 | 37 | 4.47 | 0.63 |
| | % | .0 | 1.4 | 2.9 | 42.0 | 53.6 | | |
| Frequent study and examination of restaurant menu | Freq | 0 | 0 | 1 | 32 | 36 | 4.5 | 0.53 |
| | % | .0 | .0 | 1.4 | 46.4 | 52.2 | | |
| Perennial favourites in menu | Freq | 0 | 0 | 2 | 32 | 35 | 4.47 | 0.55 |
| | % | .0 | .0 | 2.9 | 46.4 | 50.7 | | |
| Frequent organization of food festivals | Freq | 0 | 3 | 17 | 21 | 28 | 4.07 | 0.55 |
| | % | .0 | 4.3 | 24.6 | 30.4 | 40.6 | | |
| Known for a particular flagship cuisine | Freq | 0 | 1 | 4 | 30 | 34 | 4.4 | 0.67 |
| | % | .0 | 1.4 | 5.8 | 43.5 | 49.3 | | |
| Consideration of guest suggestions for planning or revamping menu | Freq | 2 | 8 | 0 | 28 | 31 | 4.24 | 0.88 |
| | % | 2.9 | 11.6 | 0 | 40.6 | 44.9 | | |

Grand mean: 4.36; S.D.: 0.72

(Source: Primary Data)

Menu engineering as part of restaurant advertising. Menu engineering is about maximizing profitability by promoting most profitable menu items and encouraging customers to buy what restaurants want them to buy. Menu engineering focuses on two main elements: demand and margin contribution.

In the present study, researcher was interested to find out impact of menu engineering strategies as a part of customer retention practices. To measure the effectiveness of menu engineering strategies, researcher has developed 9-item scale on five-point Likert scale on strongly agree to strongly disagree opinions and responses were obtained from the respondents. To interpret the data, mean and standard deviation is calculated for all 9-items. Moreover, grand mean and standard deviation is calculated to understand the characteristics of samples.

From the above table it is observed that for all 9-items, mean value is more than the average value on five-point Likert scale, i.e., value 3. Moreover, standard deviations in all the cases are lesser than one-third of mean values of all 9-items. Thus, mean values for 9-items become representative values and defines the characteristics of samples.

Thus, it can be concluded from the opinion of the respondents that restaurants work with individual key customers to modify and customize offerings. Also, relevant departments show involvement to modify food and beverages as per customers' choice. Restaurants also use menu descriptions and correct price placement along with menu aesthetics. An effort for study and examination of menu is continuous process and restaurants keep perennial favourites in menu. Also, restaurants frequently organization of food festivals and majority of restaurants are known for a particular flagship cuisine. Restaurants also consider guest suggestions for planning or revamping menu.

Grand mean is observed as 4.36 with 0.72 values of standard deviations. Thus, it can be concluded from the opinion of respondents that restaurants practice menu engineering as a part of customer retention strategies for retention of customers.

Table 4.10: Comment Card Tracking

| | | Ratings | | | | | Mean | S.D. |
|---|------|---------|-----|-----|------|------|------|------|
| | | 1 | 2 | 3 | 4 | 5 | | |
| Feedback system | Freq | 0 | 0 | 0 | 19 | 50 | 4.72 | 0.44 |
| | % | .0 | .0 | .0 | 27.5 | 72.5 | | |
| Tracing of comment cards and try to build our customer services on it | Freq | 0 | 1 | 3 | 19 | 46 | 4.59 | 0.64 |
| | % | .0 | 1.4 | 4.3 | 27.5 | 66.7 | | |
| Effective customer experience tracking system | Freq | 0 | 2 | 5 | 18 | 44 | 4.5 | 0.75 |
| | % | .0 | 2.9 | 7.2 | 26.1 | 63.8 | | |

Grand mean: 4.60; S.D.: 0.61

(Source: Primary Data)

Restaurant comment cards are physical cards that ask for a customer's opinion on specific topics. They are typically printed on card stock and given to customers to fill out and return. Restaurant comments cards are used to gather customer feedback that can be used improve performance of a restaurant.

In the present study, researcher was interested to find out impact of comment card tracking activity as a part of customer retention practices. To measure the effectiveness of comment card tracking activities, researcher has developed 3-item scale on five-point Likert scale on strongly agree to strongly disagree opinions and responses were obtained from the respondents. To interpret the data, mean and standard deviation is calculated for all 3-items. Moreover, grand mean and standard deviation is calculated to understand the characteristics of samples.

From the above table it is observed that for all 3-items, mean value is more than the average value on five-point Likert scale, i.e., value 3. Moreover, standard deviations in all the cases are lesser than one-third of mean values of all 3-items. Thus, mean values for 3-items become representative values and defines the characteristics of samples.

Thus, it can be concluded from the opinion of the respondents that restaurants have feedback system in place and restaurants meticulously trace comment cards and try to

build customer services on it. Respondents also agree that effective customer experience tracking is inclusive in their restaurants.

Grand mean is observed as 4.60 with 0.61 values of standard deviations. Thus, it can be concluded from the opinion of respondents that restaurants practice comment card tracking as a part of customer retention strategies for retention of customers.

Table 4.11: Employee Training

| | | Ratings | | | | | Mean | S.D. |
|---|------|---------|-----|------|------|------|------|------|
| | | 1 | 2 | 3 | 4 | 5 | | |
| Employee training programs to develop the skills for acquiring new customers | Freq | 0 | 0 | 1 | 31 | 37 | 4.52 | 0.53 |
| | % | .0 | .0 | 1.4 | 44.9 | 53.6 | | |
| Employee training programs to develop the skills for retaining existing customers | Freq | 0 | 0 | 2 | 33 | 34 | 4.46 | 0.55 |
| | % | .0 | .0 | 2.9 | 47.8 | 49.3 | | |
| Measurement and rewarding employees based on meeting customer needs | Freq | 0 | 0 | 9 | 32 | 28 | 4.27 | 0.68 |
| | % | .0 | .0 | 13.0 | 46.4 | 40.6 | | |
| Employees willingness to help customers in a responsive manner | Freq | 0 | 0 | 1 | 34 | 34 | 4.47 | 0.53 |
| | % | .0 | .0 | 1.4 | 49.3 | 49.3 | | |
| Keen to learn about customer needs | Freq | 0 | 1 | 0 | 31 | 37 | 4.5 | 0.58 |
| | % | .0 | 1.4 | 0 | 44.9 | 53.6 | | |

Grand mean: 4.44; S.D.: 0.57

(Source: Primary Data)

Employee training is intended to intensification the technical skills, knowledge, efficiency, and value creation to do any specific job in a much better way. Employee training increases the desirable skill set and helps in improvement of an employee as well as overall growth of the organization.

In the present study, researcher was interested to find out impact of employee training as a part of customer retention practices. To measure the effectiveness of employee training activity, researcher has developed 5-item scale on five-point Likert scale on strongly agree to strongly disagree opinions and responses were obtained from the respondents. To interpret the data, mean and standard deviation is calculated for all 5-items. Moreover, grand mean and standard deviation is calculated to understand the characteristics of samples.

From the above table it is observed that for all 5-items, mean value is more than the average value on five-point Likert scale, i.e., value 3. Moreover, standard deviations in all the cases are lesser than one-third of mean values of all 5-items. Thus, mean values for 5-items become representative values and defines the characteristics of samples.

Thus, it can be concluded from the opinion of the respondents that employee training programs are developed by restaurants to build the skills for acquiring new customers; also, employee training programs are developed by restaurants to build the skills for retaining existing customers. It has been also observed that restaurants have practice of measurement and rewarding employees based on meeting customer needs. From the opinion of respondents, it is also observed that employees are willing to help customers in a responsive manner and are keen to learn about customer needs.

Grand mean is observed as 4.44 with 0.57 values of standard deviations. Thus, it can be concluded from the opinion of respondents that restaurants focus on employee training as a part of customer retention strategies for retention of customers.

Table 4.12: Overall Service Quality

| | | Ratings | | | | | Mean | S.D. |
|--|------|---------|------|------|------|------|------|------|
| | | 1 | 2 | 3 | 4 | 5 | | |
| Customized services to key customers | Freq | 0 | 2 | 0 | 18 | 49 | 4.65 | 0.63 |
| | % | .0 | 2.9 | 0 | 26.1 | 71.0 | | |
| Prompt service from employees | Freq | 0 | 0 | 1 | 20 | 48 | 4.68 | 0.49 |
| | % | .0 | .0 | 1.4 | 29.0 | 69.6 | | |
| Thoughtfully selected architectural design and interiors at restaurant | Freq | 0 | 0 | 0 | 32 | 37 | 4.53 | 0.5 |
| | % | .0 | .0 | .0 | 46.4 | 53.6 | | |
| Secured environment for customers | Freq | 0 | 0 | 1 | 33 | 35 | 4.49 | 0.53 |
| | % | .0 | .0 | 1.4 | 47.8 | 50.7 | | |
| Quality food and beverage services | Freq | 0 | 0 | 1 | 21 | 47 | 4.66 | 0.5 |
| | % | .0 | .0 | 1.4 | 30.4 | 68.1 | | |
| Complete meal experience | Freq | 0 | 0 | 0 | 30 | 39 | 4.56 | 0.49 |
| | % | .0 | .0 | .0 | 43.5 | 56.5 | | |
| Full-fledged bar | Freq | 4 | 9 | 6 | 19 | 31 | 3.92 | 1.26 |
| | % | 5.8 | 13.0 | 8.7 | 27.5 | 44.9 | | |
| Valet parking | Freq | 1 | 5 | 10 | 20 | 33 | 4.14 | 1.01 |
| | % | 1.4 | 7.2 | 14.5 | 29.0 | 47.8 | | |
| Guest relationship executive to welcome guest at restaurant | Freq | 0 | 0 | 2 | 29 | 38 | 4.52 | 0.55 |
| | % | 0 | 0 | 2.9 | 42.0 | 55.1 | | |
| Home delivery services | Freq | 1 | 3 | 9 | 22 | 34 | 4.23 | 0.94 |
| | % | 1.4 | 4.3 | 13.0 | 31.9 | 49.3 | | |

Grand mean: 4.44; S.D.: 0.69

(Source: Primary Data)

Service quality refers to a customer's comparison of service expectations as it relates to a company's performance. A business with a high level of service quality is likely capable of meeting customer needs while also remaining economically competitive in their respective industry.

In the present study, researcher was interested to find out impact of overall service quality as a part of customer retention practices. To measure the effectiveness of overall service quality, researcher has developed 10-item scale on five-point likert scale on strongly agree to strongly disagree opinions and responses were obtained from the respondents. To interpret the data, mean and standard deviation is calculated for all 10-items. Moreover, grand mean and standard deviation is calculated to understand the characteristics of samples.

From the above table it is observed that for all 10-items, mean value is more than the average value on five-point Likert scale, i.e., value 3. Moreover, standard deviations in all the cases are lesser than one-third of mean values of all 10-items. Thus, mean values for 10-items become representative values and defines the characteristics of samples.

Thus, it can be concluded from the opinion of the respondents that restaurants offer customized services to key customers, prompt service from employees, thoughtfully selected architectural design and interiors at restaurant, secured environment for customers, quality food and beverage services, complete meal experience, full-fledged bar, valet parking, guest relationship executive to welcome guest at restaurant and home delivery services.

Grand mean is observed as 4.44 with 0.69 values of standard deviations. Thus, it can be concluded from the opinion of respondents that restaurants focus on overall service quality as a part of customer retention strategies for retention of customers.

Table 4.13: Aspects of Customer Retention

| | | Ratings | | | | | Mean | S.D. |
|--|------|---------|------|------|------|------|------|------|
| | | 1 | 2 | 3 | 4 | 5 | | |
| High rate of customer retention | Freq | 0 | 1 | 7 | 15 | 46 | 4.53 | 0.73 |
| | % | .0 | 1.4 | 10.1 | 21.7 | 66.7 | | |
| Low revenue churn rate | Freq | 0 | 11 | 7 | 27 | 24 | 3.92 | 1.04 |
| | % | .0 | 15.9 | 10.1 | 39.1 | 34.8 | | |
| Repeated purchase by customers in a given time period | Freq | 0 | 1 | 5 | 31 | 32 | 4.36 | 0.68 |
| | % | .0 | 1.4 | 7.2 | 44.9 | 46.4 | | |
| Spend more money throughout entire time as paying customer | Freq | 1 | 2 | 6 | 27 | 33 | 4.28 | 0.85 |
| | % | 1.4 | 2.9 | 8.7 | 39.1 | 47.8 | | |
| Low product return rate | Freq | 1 | 8 | 9 | 24 | 27 | 3.98 | 1.06 |
| | % | 1.4 | 11.6 | 13.0 | 34.8 | 39.1 | | |
| High customer satisfactory ratio | Freq | 0 | 0 | 3 | 29 | 37 | 4.49 | 0.58 |
| | % | .0 | .0 | 4.3 | 42.0 | 53.6 | | |
| High customer loyalty ratio | Freq | 1 | 0 | 4 | 29 | 35 | 4.4 | 0.73 |
| | % | 1.4 | 0 | 5.8 | 42.0 | 50.7 | | |
| Overall satisfaction | Freq | 0 | 0 | 5 | 25 | 39 | 4.49 | 0.63 |
| | % | .0 | .0 | 7.2 | 36.2 | 56.5 | | |

Grand mean: 4.31; S.D.: 0.79

(Source: Primary Data)

To measure the customer retention, researcher has developed 9-items scale on five-point Likert scale on strongly agree to strongly disagree opinions and responses were obtained from the respondents. To interpret the data, mean and standard deviation is calculated for all 8-items. Moreover, grand mean and standard deviation is calculated to understand the characteristics of samples.

From the above table it is observed that for all 8-items, mean value is more than the average value on five-point Likert scale, i.e., value 3. Moreover, standard deviations in all the cases are lesser than one-third of mean values of all 8-items. Thus, mean

values for 8-items become representative values and defines the characteristics of samples.

Thus, it can be concluded from the opinion of the respondents that restaurants have high rate of customer retention, low revenue churn rate, repeated purchase by customers in a given time period, spend more money throughout entire time as paying customer, low product return rate, high customer satisfactory ratio, high customer loyalty ratio and the customers are overall satisfied with the offering and services provided by the restaurant.

Grand mean is observed as 4.31 with 0.79 values of standard deviations. Thus, it can be concluded from the opinion of respondents that restaurants have good retention of customers.

4.2 Hypotheses Validation

Hypothesis

Customer retention practices have an impact on customer retention of standalone Indian speciality restaurant in Pune city

H₀: Customer centric relationship management practices do not impact customer retention.

H₁: Customer centric relationship management practices positively impacts customer retention.

For validation of hypotheses H₁, the end result of the regression analysis is provided within side the table 4.14, 4.15 and 4.16. Table 4.14 classified as Model Summary presents an outline of the results. Of number one hobby are the R Square and Adjusted R Square values, which are .051 and .037 respectively. Its method that weighted mixture of the predictor variables defined about 3.7% of the variance of Customer Retention. The lack of little strength in computing the Adjusted R Square value is in primarily due to the relatively large sample size combined with a relatively small set of predictor.

| Table 4.14: Model Summary | | | | |
|---|-------------------|----------|-------------------|----------------------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | .226 ^a | .051 | .037 | .53803 |
| a. Predictors: (Constant), Customer Centric Relationship Management | | | | |

(Source: Primary Data)

| Table 4.15:ANOVA^b | | | | | | |
|---|------------|----------------|----|-------------|-------|-------------------|
| Model | | Sum of Squares | Df | Mean Square | F | Sig. |
| 1 | Regression | 1.040 | 1 | 1.040 | 3.592 | .062 ^a |
| | Residual | 19.395 | 67 | .289 | | |
| | Total | 20.435 | 68 | | | |
| a. Predictors: (Constant), Customer Centric Relationship Management | | | | | | |
| b. Dependent Variable: Customer Retention | | | | | | |

(Source: Primary Data)

| Table 4.16: Coefficients ^a | | | | | | |
|---------------------------------------|--|-----------------------------|------------|---------------------------|-------|------|
| Model | | Unstandardized Coefficients | | Standardized Coefficients | T | Sig. |
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 3.403 | .525 | | 6.478 | .000 |
| | Customer Centric Relationship Management | .224 | .118 | .226 | 1.895 | .062 |

a. Dependent Variable: Customer Retention

(Source: Primary Data)

The take a look at of importance of the version, the usage of an ANOVA, is offered within side the table 4.15. With one predictor, the Regression impact has 1 stages of freedom (df). The Regression impact is statistically substantial indicating that prediction of the based variable is executed higher that may be completed through chance. The table 4.16 categorized as Coefficients offers the info of the results. The Zero-order column beneath Correlations lists the Pearson r values of the based variable with every of the predictors. The Partial column beneath Correlations lists the partial correlations for every predictor because it became evaluated for its weighting within side the version. The Part column beneath Correlations lists the semi partial correlations for every predictor as soon as the version is finalized; squaring those values informs us of the proportion of variance every predictor uniquely explains.

Conclusion: The prediction model is not statistically significant as $F(1, 67) = 3.592$ and $p > 0.05$, accounted for approximately 3.7% of the variance of Customer Retention ($R^2 = .051$ and Adjusted $R^2 = .037$). At $\alpha = 0.05$ level of significance, there does not exist enough evidence to conclude that customer centric relationship management practices positively impact customer retention and thus researcher accepts null hypothesis.

From the above output, the regression equation is:

| | | |
|--------------------------------|---|--|
| \hat{y} (Customer Retention) | = | $3.403 + 0.224$ Customer Centric Relationship Management |
|--------------------------------|---|--|

H₀: Mechanism available to handle customer complaints do not impact customer retention.

H₂: Mechanism available to handle customer complaints positively impacts customer retention.

For validation of hypotheses H₂, the end result of the regression analysis is supplied within side the table 4.17, 4.18 and 4.19. Table 4.17 categorized as Model Summary offers a top-level view of the results. Of number one hobby are the R Square and Adjusted R Square values, which are .127 and .114 respectively. Its manner that weighted mixture of the predictor variables defined about 11.4% of the variance of Customer Retention. The loss of little strength in computing the Adjusted R Square price is by and large because of the tremendously big pattern length blended with a tremendously small set of predictors.

| Table 4.17:Model Summary | | | | |
|--|-------------------|----------|-------------------|----------------------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | .356 ^a | .127 | .114 | .51599 |
| a. Predictors: (Constant), Mechanism to Handle Customer Complaints | | | | |

(Source: Primary Data)

| Table 4.18:ANOVA^b | | | | | | |
|--|------------|----------------|----|-------------|-------|-------------------|
| Model | | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 2.597 | 1 | 2.597 | 9.752 | .003 ^a |
| | Residual | 17.838 | 67 | .266 | | |
| | Total | 20.435 | 68 | | | |
| a. Predictors: (Constant), Mechanism to Handle Customer Complaints | | | | | | |
| b. Dependent Variable: Customer Retention | | | | | | |

(Source: Primary Data)

| Table 4.19: Coefficients ^a | | | | | | |
|---------------------------------------|---|-----------------------------|------------|---------------------------|-------|------|
| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 2.677 | .553 | | 4.843 | .000 |
| | Mechanism to Handle Customer Complaints | .373 | .120 | .356 | 3.123 | .003 |

a. Dependent Variable: Customer Retention

(Source: Primary Data)

The check of importance of the version, the usage of an ANOVA, is supplied within side the table 4.18. With one predictor, the Regression impact has 1 ranges of freedom (df). The Regression impact is statistically extensive indicating that prediction of the based variable is done higher that may be carried out via way of means of chance. The table 4.19 classified as Coefficients presents the information of the results. The Zero-order column under Correlations lists the Pearson r values of the based variable with every of the predictors. The Partial column under Correlations lists the partial correlations for every predictor because it turned into evaluated for its weighting within side the version. The Part column under Correlations lists the semi partial correlations for every predictor as soon as the version is finalized; squaring those values informs us of the proportion of variance every predictor uniquely explains.

Conclusion: The prediction model is not statistically significant as $F(1, 67) = 9.752$ and $p < 0.05$, accounted for approximately 11.4% of the variance of Customer Retention ($R^2 = .127$ and Adjusted $R^2 = .114$). At $\alpha = 0.05$ level of significance, there exist enough evidence to conclude that mechanism is available to handle customer complaints positively impacts customer retention and thus researcher accepts alternate hypothesis.

From the above output, the regression equation is:

| | | |
|--------------------------------|---|---|
| \hat{y} (Customer Retention) | = | $2.677 + 0.373$ Mechanism to Handle Customer Complaints |
|--------------------------------|---|---|

H₀: Telephonic, SMS and email marketing strategies do not affect customer retention.
H₃: Telephonic, SMS and email marketing strategies positively affects customer retention.

For validation of hypotheses H₃, the end result of the regression analysis is offered within side the table 4.20, 4.21 and 4.22. Table 4.20 classified as Model Summary affords a top-level view of the results. Of number one hobby are the R Square and Adjusted R Square values, which are .031 and .016 respectively. Its method that weighted mixture of the predictor variables defined about 1.6% of the variance of Customer Retention. The lack of little electricity in computing the Adjusted R Square fee is typically because of the highly massive pattern length blended with a highly small set of predictors.

| Table 4.20:Model Summary | | | | |
|---|-------------------|----------|-------------------|----------------------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | .175 ^a | .031 | .016 | .54374 |
| a. Predictors: (Constant), Use of Telephone/SMS/Email Marketing | | | | |

(Source: Primary Data)

| Table 4.21:ANOVA^b | | | | | | |
|---|------------|----------------|----|-------------|-------|-------------------|
| Model | | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | .626 | 1 | .626 | 2.118 | .150 ^a |
| | Residual | 19.809 | 67 | .296 | | |
| | Total | 20.435 | 68 | | | |
| a. Predictors: (Constant), Use of Telephone/SMS/Email Marketing | | | | | | |
| b. Dependent Variable: Customer Retention | | | | | | |

(Source: Primary Data)

| Table 4.22: Coefficients ^a | | | | | | |
|---------------------------------------|--------------------------------------|-----------------------------|------------|---------------------------|--------|------|
| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 3.858 | .373 | | 10.353 | .000 |
| | Use of Telephone/SMS/Email Marketing | .127 | .088 | .175 | 1.455 | .150 |

a. Dependent Variable: Customer Retention

(Source: Primary Data)

The take a look at of importance of the version, the use of an ANOVA, is provided within side the table 4.21. With one predictor, the Regression impact has 1 tiers of freedom (df). The Regression impact is statistically great indicating that prediction of the structured variable is executed higher that may be executed through chance. The table 4.22 categorized as Coefficients gives the information of the results. The Zero-order column below Correlations lists the Pearson r values of the structured variable with every of the predictors. The Partial column below Correlations lists the partial correlations for every predictor because it became evaluated for its weighting within side the version. The Part column below Correlations lists the semi partial correlations for every predictor as soon as the version is finalized; squaring those values informs us of the share of variance every predictor uniquely explains.

Conclusion: The prediction model is not statistically significant as $F(1, 67) = 2.118$ and $p > 0.05$, accounted for approximately 1.6% of the variance of Customer Retention ($R^2 = .031$ and Adjusted $R^2 = .016$). At $\alpha = 0.05$ level of significance, there does not exist enough evidence to conclude that telephonic, SMS and email marketing strategies positively affects customer retention and thus researcher accepts null hypothesis.

From the above output, the regression equation is:

| | | |
|--------------------------------|---|--|
| \hat{y} (Customer Retention) | = | $3.858 + 0.127$ Use of Telephone/SMS/Email Marketing |
|--------------------------------|---|--|

H₀: Social media marketing strategies do not affect customer retention.

H₄: Social media marketing strategies positively affects customer retention.

For validation of hypotheses H₄, the end result of the regression analysis is offered within side the table 4.23, 4.24 and 4.25. Table 4.23 categorized as Model Summary offers an outline of the results. Of number one hobby are the R Square and Adjusted R Square values, which are .one zero five and .091 respectively. It manner that weighted mixture of the predictor variables defined about 9.1% of the variance of Customer Retention. The lack of little electricity in computing the Adjusted R Square cost is more often than not because of the highly massive pattern length mixed with a highly small set of predictors.

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .323 ^a | .105 | .091 | .52258 |

a. Predictors: (Constant), Use of Social Media

(Source: Primary Data)

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|----|-------------|-------|-------------------|
| 1 | Regression | 2.138 | 1 | 2.138 | 7.828 | .007 ^a |
| | Residual | 18.297 | 67 | .273 | | |
| | Total | 20.435 | 68 | | | |

a. Predictors: (Constant), Use of Social Media

b. Dependent Variable: Customer Retention

(Source: Primary Data)

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|-------|---------------------|-----------------------------|------------|---------------------------|-------|------|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 2.980 | .509 | | 5.859 | .000 |
| | Use of Social Media | .307 | .110 | .323 | 2.798 | .007 |

a. Dependent Variable: Customer Retention

(Source: Primary Data)

The check of importance of the version, the usage of an ANOVA, is offered within side the table 4.24. With one predictor, the Regression impact has 1 levels of freedom (df). The Regression impact is statistically widespread indicating that prediction of the structured variable is carried out higher that may be finished via way of means of chance. The table 4.25 classified as Coefficients gives the information of the results. The Zero-order column below Correlations lists the Pearson r values of the structured variable with every of the predictors. The Partial column below Correlations lists the partial correlations for every predictor because it became evaluated for its weighting within side the version. The Part column below Correlations lists the semi partial correlations for every predictor as soon as the version is finalized; squaring those values informs us of the proportion of variance every predictor uniquely explains.

Conclusion: The prediction model is not statistically significant as $F(1, 67) = 7.828$ and $p < 0.05$, accounted for approximately 9.1% of the variance of Customer Retention ($R^2 = .105$ and Adjusted $R^2 = .091$). At $\alpha = 0.05$ level of significance; there exist enough evidence to conclude that social media marketing strategies positively affects customer retention and thus researcher accepts alternate hypothesis.

From the above output, the regression equation is:

| | | |
|--------------------------------|---|--------------------------------|
| \hat{y} (Customer Retention) | = | 1.980+0.307Use of Social Media |
|--------------------------------|---|--------------------------------|

H₀: Website strategies do not affect customer retention.

H₅: Website strategies positively affect customer retention.

For validation of hypotheses H₅, the end result of the regression analysis is offered within side the table 4.26, 4.27 and 4.28. Table 4.26 categorized as Model Summary offers a top-level view of the results. Of number one hobby are the R Square and Adjusted R Square values, which are .072 and .058 respectively. Its manner that weighted mixture of the predictor variables defined about 5.8% of the variance of Customer Retention. The lack of little electricity in computing the Adjusted R Square fee is mainly because of the noticeably huge pattern length blended with a noticeably small set of predictors.

| Table 4.26: Model Summary | | | | |
|---|-------------------|----------|-------------------|----------------------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | .269 ^a | .072 | .058 | .53193 |
| a. Predictors: (Constant), Restaurant Website | | | | |

(Source: Primary Data)

| Table 4.27: ANOVA^b | | | | | | |
|---|------------|----------------|----|-------------|-------|-------------------|
| Model | | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 1.477 | 1 | 1.477 | 5.220 | .026 ^a |
| | Residual | 18.958 | 67 | .283 | | |
| | Total | 20.435 | 68 | | | |
| a. Predictors: (Constant), Restaurant Website | | | | | | |
| b. Dependent Variable: Customer Retention | | | | | | |

(Source: Primary Data)

| Table 4.28: Coefficients^a | | | | | | |
|---|--------------------|-----------------------------|------------|---------------------------|--------|------|
| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 3.591 | .356 | | 10.089 | .000 |
| | Restaurant Website | .185 | .081 | .269 | 2.285 | .026 |
| a. Dependent Variable: Customer Retention | | | | | | |

(Source: Primary Data)

The check of importance of the version, the usage of an ANOVA, is provided within side the table 4.27. With one predictor, the Regression impact has 1 stages of freedom (df). The Regression impact is statistically large indicating that prediction of the based variable is finished higher that may be accomplished via way of means of chance. The table 4.28 categorized as Coefficients offers the info of the results. The Zero-order column under Correlations lists the Pearson r values of the based variable with every of the predictors. The Partial column under Correlations lists the partial correlations

for every predictor because it became evaluated for its weighting within side the version. The Part column under Correlations lists the semi partial correlations for every predictor as soon as the version is finalized; squaring those values informs us of the share of variance every predictor uniquely explains.

Conclusion: The prediction model is not statistically significant as $F(1, 67) = 5.220$ and $p < 0.05$, accounted for approximately 5.8% of the variance of Customer Retention ($R^2 = .072$ and Adjusted $R^2 = .058$). At $\alpha = 0.05$ level of significance; there exist enough evidence to conclude that website strategies positively affect customer retention and thus researcher accepts alternate hypothesis.

From the above output, the regression equation is:

| | | |
|--------------------------------|---|--|
| \hat{y} (Customer Retention) | = | $3.591 + 0.185\text{Restaurant Website}$ |
|--------------------------------|---|--|

H₀: Customer loyalty programs do not impact customer retention.

H₆: Customer loyalty programs positively impacts customer retention.

For validation of hypotheses H₆, the end result of the regression analysis is provided within side the table 4.29, 4.30 and 4.31. Table 4.29 categorized as Model Summary offers an outline of the results. Of number one hobby are the R Square and Adjusted R Square values, which are a hundred and .087 respectively. It way that weighted mixture of the predictor variables defined about 8.7% of the variance of Customer Retention. The lack of little electricity in computing the Adjusted R Square fee is in most cases because of the quite huge pattern length blended with a quite small set of predictors.

| Table 4.29: Model Summary | | | | |
|---|-------------------|----------|-------------------|----------------------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | .316 ^a | .100 | .087 | .52394 |
| a. Predictors: (Constant), Loyalty Programs | | | | |

(Source: Primary Data)

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|---|------------|----------------|----|-------------|-------|-------------------|
| 1 | Regression | 2.043 | 1 | 2.043 | 7.441 | .008 ^a |
| | Residual | 18.392 | 67 | .275 | | |
| | Total | 20.435 | 68 | | | |
| a. Predictors: (Constant), Loyalty Programs | | | | | | |
| b. Dependent Variable: Customer Retention | | | | | | |

(Source: Primary Data)

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|------------------|-----------------------------|------------|---------------------------|-------|------|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 3.285 | .410 | | 8.003 | .000 |
| | Loyalty Programs | .255 | .094 | .316 | 2.728 | .008 |
| a. Dependent Variable: Customer Retention | | | | | | |

(Source: Primary Data)

The check of importance of the version, the usage of an ANOVA, is provided within side the table 4.30. With one predictor, the Regression impact has 1 levels of freedom (df). The Regression impact is statistically substantial indicating that prediction of the established variable is achieved higher that may be completed with the aid of using chance. The table 4.31 categorized as Coefficients gives the info of the results. The Zero-order column under Correlations lists the Pearson r values of the established variable with every of the predictors. The Partial column under Correlations lists the partial correlations for every predictor because it turned into evaluated for its weighting within side the version. The Part column under Correlations lists the semi partial correlations for every predictor as soon as the version is finalized; squaring those values informs us of the proportion of variance every predictor uniquely explains.

Conclusion: The prediction model is not statistically significant as $F(1, 67) = 7.441$ and $p < 0.05$, accounted for approximately 8.7% of the variance of Customer Retention ($R^2 = .100$ and Adjusted $R^2 = .087$). At $\alpha = 0.05$ level of significance, there exist enough evidence to conclude that customer loyalty programs positively impact customer retention and thus researcher accepts alternate hypothesis.

From the above output, the regression equation is:

| | | |
|--------------------------------|---|--|
| \hat{y} (Customer Retention) | = | $3.285 + 0.255\text{Loyalty Programs}$ |
|--------------------------------|---|--|

H₀: Menu engineering strategies do not impacts customer retention.

H₇: Menu engineering strategies positively impacts customer retention.

For validation of hypotheses H₇, the end result of the regression analysis is offered within side the table 4.32, 4.33 one and 4.34. Table 4.32 categorized as Model Summary gives an outline of the results. Of number one hobby are the R Square and Adjusted R Square values, which are .083 and .069 respectively. Its method that weighted aggregate of the predictor variables defined about 6.9% of the variance of Customer Retention. The lack of little electricity in computing the Adjusted R Square cost is ordinarily because of the especially huge pattern length blended with an especially small set of predictor.

| Table 4.32:Model Summary | | | | |
|---|-------------------|----------|-------------------|----------------------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | .287 ^a | .083 | .069 | .52897 |
| a. Predictors: (Constant), Menu Engineering | | | | |

(Source: Primary Data)

| Table 4.33:ANOVA^b | | | | | | |
|---|------------|----------------|----|-------------|-------|-------------------|
| | Model | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 1.687 | 1 | 1.687 | 6.031 | .017 ^a |
| | Residual | 18.747 | 67 | .280 | | |
| | Total | 20.435 | 68 | | | |
| a. Predictors: (Constant), Menu Engineering | | | | | | |
| b. Dependent Variable: Customer Retention | | | | | | |

(Source: Primary Data)

| Table 4.34: Coefficients ^a | | | | | | |
|---------------------------------------|------------------|-----------------------------|------------|---------------------------|-------|------|
| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 3.173 | .500 | | 6.341 | .000 |
| | Menu Engineering | .281 | .115 | .287 | 2.456 | .017 |

a. Dependent Variable: Customer Retention

(Source: Primary Data)

The check of importance of the version, the usage of an ANOVA, is supplied within side the table 4.33. With one predictor, the Regression impact has 1 ranges of freedom (df). The Regression impact is statistically tremendous indicating that prediction of the based variable is carried out higher that may be completed with the aid of using chance. The table 4.34 categorized as Coefficients gives the info of the results. The Zero-order column below Correlations lists the Pearson r values of the based variable with every of the predictors. The Partial column below Correlations lists the partial correlations for every predictor because it changed into evaluated for its weighting within side the version. The Part column below Correlations lists the semi partial correlations for every predictor as soon as the version is finalized; squaring those values informs us of the proportion of variance every predictor uniquely explains.

Conclusion: The prediction model is not statistically significant as $F(1, 67) = 6.031$ and $p < 0.05$, accounted for approximately 6.9% of the variance of Customer Retention ($R^2 = .083$ and Adjusted $R^2 = .069$). At $\alpha = 0.05$ level of significance; there exist enough evidence to conclude that menu engineering strategies positively impacts customer retention and thus researcher accepts alternate hypothesis.

From the above output, the regression equation is:

| | | |
|--------------------------------|---|---|
| \hat{y} (Customer Retention) | = | $3.173 + 0.281 \text{Menu Engineering}$ |
|--------------------------------|---|---|

H₀: Comment card tracking practices do not impact customer retention.

H₈: Comment card tracking practices positively impacts customer retention.

For validation of hypotheses H₈, the end result of the regression analysis is offered within side the table 4.35, 4.36 and 4.37. Table 4.35 categorized as Model Summary offers a top-level view of the results. Of number one hobby are the R Square and Adjusted R Square values, which are .292 and .281 respectively. Its method that weighted aggregate of the predictor variables defined about 28.1% of the variance of Customer Retention. The lack of little energy in computing the Adjusted R Square fee is in general because of the rather big pattern length mixed with a rather small set of predictors.

| Table 4.35:Model Summary | | | | |
|--|-------------------|----------|-------------------|----------------------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | .540 ^a | .292 | .281 | .46477 |
| a. Predictors: (Constant), Comment Card Tracking | | | | |

(Source: Primary Data)

| Table 4.36:ANOVA^b | | | | | | |
|--|------------|----------------|----|-------------|--------|-------------------|
| Model | | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 5.962 | 1 | 5.962 | 27.600 | .000 ^a |
| | Residual | 14.473 | 67 | .216 | | |
| | Total | 20.435 | 68 | | | |
| a. Predictors: (Constant), Comment Card Tracking | | | | | | |
| b. Dependent Variable: Customer Retention | | | | | | |

(Source: Primary Data)

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|-------|-----------------------|-----------------------------|------------|---------------------------|-------|------|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 2.016 | .456 | | 4.423 | .000 |
| | Comment Card Tracking | .516 | .098 | .540 | 5.254 | .000 |

a. Dependent Variable: Customer Retention

(Source: Primary Data)

The check of importance of the version, the use of an ANOVA, is provided within side the table 4.36. With one predictor, the Regression impact has 1 tiers of freedom (df). The Regression impact is statistically huge indicating that prediction of the based variable is completed higher that may be performed via way of means of chance. The table 4.37 categorized as Coefficients presents the info of the results. The Zero-order column under Correlations lists the Pearson r values of the based variable with every of the predictors. The Partial column under Correlations lists the partial correlations for every predictor because it turned into evaluated for its weighting within side the version. The Part column under Correlations lists the semi partial correlations for every predictor as soon as the version is finalized; squaring those values informs us of the share of variance every predictor uniquely explains.

Conclusion: The prediction model is not statistically significant as $F(1, 67) = 27.600$ and $p < 0.05$, accounted for approximately 28.1% of the variance of Customer Retention ($R^2 = .292$ and Adjusted $R^2 = .281$). At $\alpha = 0.05$ level of significance, there exist enough evidence to conclude that comment card tracking practices positively impacts customer retention and thus researcher accepts alternate hypothesis.

From the above output, the regression equation is:

| | | |
|--------------------------------|---|---|
| \hat{y} (Customer Retention) | = | $2.016 + 0.516\text{Comment Card Tracking}$ |
|--------------------------------|---|---|

H₀: Employee training at restaurants does not impact customer retention.

H₁: Employee training at restaurants positively impacts customer retention.

For validation of hypotheses H₀, the end result of the regression analysis is supplied within side the table 4.38, 4.39 and 4.40. Table 4.38 classified as Model Summary affords a top-level view of the results. Of number one hobby are the R Square and Adjusted R Square values, which are .186 and .174 respectively. Its method that weighted mixture of the predictor variables defined about 17.4% of the variance of Customer Retention. The lack of little energy in computing the Adjusted R Square fee is normally because of the quite massive pattern length mixed with a quite small set of predictors.

| Table 4.38:Model Summary | | | | |
|--|-------------------|----------|-------------------|----------------------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | .431 ^a | .186 | .174 | .49830 |
| a. Predictors: (Constant), Employee Training | | | | |

(Source: Primary Data)

| Table 4.39:ANOVA^b | | | | | | |
|--|------------|----------------|----|-------------|--------|-------------------|
| Model | | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 3.798 | 1 | 3.798 | 15.297 | .000 ^a |
| | Residual | 16.636 | 67 | .248 | | |
| | Total | 20.435 | 68 | | | |
| a. Predictors: (Constant), Employee Training | | | | | | |
| b. Dependent Variable: Customer Retention | | | | | | |

(Source: Primary Data)

| Table 4.40: Coefficients ^a | | | | | | |
|---------------------------------------|-------------------|-----------------------------|------------|---------------------------|-------|------|
| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 2.288 | .541 | | 4.228 | .000 |
| | Employee Training | .470 | .120 | .431 | 3.911 | .000 |

a. Dependent Variable: Customer Retention

(Source: Primary Data)

The check of importance of the version, the usage of an ANOVA, is offered within side the table 4.39. With one predictor, the Regression impact has 1 stages of freedom (df). The Regression impact is statistically large indicating that prediction of the based variable is done higher that may be achieved through chance. The table 4.40 categorized as Coefficients gives the information of the results. The Zero-order column under Correlations lists the Pearson r values of the based variable with every of the predictors. The Partial column under Correlations lists the partial correlations for every predictor because it turned into evaluated for its weighting within side the version. The Part column under Correlations lists the semi partial correlations for every predictor as soon as the version is finalized; squaring those values informs us of the share of variance every predictor uniquely explains.

Conclusion: The prediction model is not statistically significant as $F(1, 67) = 15.297$ and $p < 0.05$, accounted for approximately 17.4% of the variance of Customer Retention ($R^2 = .186$ and Adjusted $R^2 = .174$). At $\alpha = 0.05$ level of significance, there exist enough evidence to conclude that Employee training at restaurants positively impacts customer retention and thus researcher accepts alternate hypothesis.

From the above output, the regression equation is:

| | | |
|--------------------------------|---|---|
| \hat{y} (Customer Retention) | = | $2.288 + 0.470\text{Employee Training}$ |
|--------------------------------|---|---|

H₀: Overall service quality at restaurants does not impact customer retention.

H₁₀: Overall service quality at restaurants positively impacts customer retention.

For validation of hypotheses H₁₀, the end result of the regression analysis is provided within side the table 4.41, 4.42 and 4.43. Table 4.41 classified as Model Summary gives a top-level view of the results. Of number one hobby are the R Square and Adjusted R Square values, which are .151 and .139 respectively. It approaches that weighted aggregate of the predictor variables defined about 13.9% of the variance of Customer Retention. The lack of little energy in computing the Adjusted R Square fee is mostly because of the incredibly huge pattern length mixed with a incredibly small set of predictor.

| Table 4.41:Model Summary | | | | |
|--|-------------------|----------|-------------------|----------------------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | .389 ^a | .151 | .139 | .50875 |
| a. Predictors: (Constant), Overall Service Quality | | | | |

(Source: Primary Data)

| Table 4.42:ANOVA^b | | | | | | |
|--|------------|----------------|----|-------------|--------|-------------------|
| Model | | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 3.094 | 1 | 3.094 | 11.953 | .001 ^a |
| | Residual | 17.341 | 67 | .259 | | |
| | Total | 20.435 | 68 | | | |
| a. Predictors: (Constant), Overall Service Quality | | | | | | |
| b. Dependent Variable: Customer Retention | | | | | | |

(Source: Primary Data)

| Table 4.43: Coefficients ^a | | | | | | |
|---------------------------------------|-------------------------|-----------------------------|------------|---------------------------|-------|------|
| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 2.482 | .556 | | 4.468 | .000 |
| | Overall Service Quality | .424 | .123 | .389 | 3.457 | .001 |

a. Dependent Variable: Customer Retention

(Source: Primary Data)

The take a look at of importance of the version, the usage of an ANOVA, is provided within side the table 4.42. With one predictor, the Regression impact has 1 tiers of freedom (df). The Regression impact is statistically giant indicating that prediction of the based variable is completed higher that may be executed through chance. The table 4.43 categorized as Coefficients affords the info of the results. The Zero-order column below Correlations lists the Pearson r values of the based variable with every of the predictors. The Partial column below Correlations lists the partial correlations for every predictor because it changed into evaluated for its weighting within side the version. The Part column below Correlations lists the semi partial correlations for every predictor as soon as the version is finalized; squaring those values informs us of the share of variance every predictor uniquely explains.

Conclusion: The prediction model is not statistically significant as $F(1, 67) = 4.468$ and $p < 0.05$, accounted for approximately 13.9% of the variance of Customer Retention ($R^2 = .186$ and Adjusted $R^2 = .174$). At $\alpha = 0.05$ level of significance, there exist enough evidence to conclude that overall service quality at restaurants positively impacts customer retention and thus researcher accepts alternate hypothesis.

From the above output, the regression equation is:

| | | |
|--------------------------------|---|--|
| \hat{y} (Customer Retention) | = | $2.482 + 0.424 \text{Overall Service Quality}$ |
|--------------------------------|---|--|

4.3 Findings of the Study

As the researcher has administered questionnaire for the respondent, the findings are noted accordingly.

1. The restaurants in the study are represented by certain key persons who had a prominent role in formation and implementation of customer retention strategies and majorly they were restaurant managers or marketing managers with graduate or post-graduate degrees.
2. From the analysis of the data, it was found that all the restaurants practice customer centric relationship management activates as a part of customer retention strategies with sufficient budget and use of technology. It was also observed that restaurants are always interested to find out needs of key customers to server them better and thus explains their clear goals in retention of customers. Study has also found that restaurants appoint dedicated staff along with sales and marketing team to take care of their customers and retain them.
3. From the opinion of the respondents, the study has also found that there exist mechanisms with restaurants to handle customer complaints. Undoubtedly, customer complaints are unavoidable in restaurant business which surely affects the experience of customers and leads to dissatisfaction with services. But method of handing the complaints can smoothen the effect of dissatisfaction and there are good chances that customers may like to visit the restaurant again. The analysis has revealed that restaurants do listen to customer complaints and apologies on the mistakes immediately. Analysis has also revealed that there exist guidelines and policies with restaurants to handle these complaints and restaurants make it sure that customers are also satisfied with the solutions that they have provided for the complaints.
4. With modern businesses, marketers can use several tools to communicate with their existing customer as a part of customer retention strategies. Analyses of the data revealed that restaurants effectively use telephone marketing, SMS marketing and Email marketing as a part of their tools for communication. Study has also found that restaurants collect the necessary information of their customers for marketing purposes and manages the comprehensive database of their customers.
5. Social media marketing has become the major contributor for communication and promotion for today's businesses. From the analysis of the data, it is observed that

resultants use social media platforms to communicate with their existing and new customers. Major objectives for use of social media platforms are observed as to provide information about food and beverages available with the restaurants and collect the customer information to provide improves services. Restaurants also use social media platforms to address the customers' comments and questions.

6. Website is essential tool to create the credibility of restaurants. From the analysis of the data, it has been observed that restaurants are always keen to keep their websites updated with necessary notifications on to it. Restaurants also ensure that book and order through websites as a part of customer retention strategy.
7. Loyalty programs are activities to reward the loyalty benefits to restaurant customers. Analysis of the data revealed that restaurants always make their loyalty benefits tangible and different from competitors. Further, data revealed that restaurants make it all possible to monitor loyalty reports and provide rewards for referrals by the customers.
8. Menu engineering is a part of restaurant promotion. The study has found that menu engineering is a part of restaurants' customer retention strategies. Working with individual key customers, arrangement of food festivals, and development of flagship cuisine are the key strategies that restaurants adopt as a part of menu engineering activities. It has been also found that restaurants' care for their menu aesthetics and frequently keeps on studying and examining restaurant menu to upgrade it to provide different experiences to repeat customers.
9. Comments cards to record customers' opinion about restaurants are also followed by restaurants as a part of customer retention strategy. Data analysis has revealed that comment cards help restaurants to track customers' feedback and build effective experiences to customers on it.
10. Further, data has revealed that restaurants focus on employee training as a part of customer retention strategies for retention of customers. Restaurants have training programs those are to build the skills for acquiring new customers and retention of existing customers. Restaurants also provide rewards to their staff to meet the customers' expectations as one of the strategies of employee training under customer retention strategy.
11. The study has found that restaurants focus on quality of services that they provide to their customers as a part of customer retention strategy. To ensure quality of

services, restaurants offer customized and prompt services to their customers. Restaurants also focus on interiors and secured environment for the customers.

12. Analysis of the data has revealed that majority of restaurants have good rate of customer retention and low revenue churn rate. Data also supports those restaurants have repeated customers in a given time period that prefer to spend more for dining experiences. Data also supports those surveyed restaurants have high customer satisfaction percent and good customer loyalty ratio.

4.4 Findings with reference to Objectives

1. To identify and study customer retention practices implemented by Indian speciality restaurants in Pune city.

Researcher has identified and studied 10-componets as customer retention practices implemented by Indian speciality restaurants in Pune city. From the analysis of the data collected from the key people as respondents from restaurants, it has been observed that restaurant implement the following customer retention practices as customer retention strategies.

- Customer centric relationship management activities,
- Mechanism to handle customer complaints
- Telephonic, SMS and email marketing activities
- Social media marketing activities
- Website
- Loyalty programs
- Menu engineering
- Comment card tracking
- Employee training
- Overall service quality

2. To identify preferred customer retention practices for standalone Indian speciality restaurant in Pune city.

Researcher has collected the data from 69 restaurants on 10-parameters and calculated mean and standard deviations to identify preferred customer retention practices for standalone Indian speciality restaurant in Pune city. Table below represents the analysis of the data:

| Sr. No. | Category | Mean | Std. Deviation | Ranking |
|---------|--|------|----------------|---------|
| 1 | Customer Centric Relationship Management | 4.33 | 0.70 | 7 |
| 2 | Mechanism to Handle Customer Complaints | 4.57 | 0.60 | 3 |
| 3 | Use of Telephone/SMS/Email Marketing | 4.14 | 0.86 | 10 |
| 4 | Use of Social Media | 4.62 | 0.63 | 1 |
| 5 | Restaurant Website | 4.29 | 0.82 | 8 |
| 6 | Loyalty Programs | 4.24 | 0.78 | 9 |
| 7 | Menu Engineering | 4.36 | 0.72 | 6 |
| 8 | Comment Card Tracking | 4.60 | 0.61 | 2 |
| 9 | Employee Training | 4.44 | 0.57 | 4 |
| 10 | Overall Service Quality | 4.44 | 0.69 | 5 |

(Source: Primary Data)

From the above table it is observed that use of social media, comment card tracking and mechanism to handle customers' complaints are top three strategies that Indian speciality restaurants have adopted as a part of their customer retention strategies. However, loyalty programs and use of telephone/SMS/email marketing are observed as least practiced activities by Indian speciality restaurants as a part of their customer retention strategies.

3. To study the impact of selected customer retention practices on customers of standalone Indian speciality restaurant in Pune city.

Through validation of hypotheses, researcher has tested the impact of customer retention practices on customers of standalone Indian speciality restaurant in Pune city. Findings are as below:

- I. Results of the study indicated that customer centric relationship management practices do not positively impacts customer retention, and does not provide support to H_1 (alternate hypothesis).
- II. Results of the study confirmed that mechanism is available to handle customer complaints positively impacts customer retention, hypothesized in H_2 (alternate hypothesis).

- III. Results of the study confirmed that telephonic, SMS and email marketing strategies have no positive effects on customer retention, as hypothesized in H_3 (*alternate hypothesis*).
- IV. H_4 (*alternate hypothesis*) predicted a positive effect of social media marketing strategies on customer retention.
- V. Results of the study indicated that website strategies positively affect customer retention, hypothesized in H_5 (*alternate hypothesis*).
- VI. H_6 (*alternate hypothesis*) anticipated a positive effect of customer loyalty programs on customer retention.
- VII. Results of the study indicated that menu engineering strategies positively impacts customer retention and provided support for H_7 (*alternate hypothesis*).
- VIII. Results of the study confirmed that comment card tracking practices positively impacts customer retention, hypothesized in H_8 (*alternate hypothesis*).
- IX. H_9 (*alternate hypothesis*) predicted that employee training at restaurants positively impacts customer retention.
- X. Results of the study confirmed that overall service quality at restaurants positively impacts customer retention, hypothesized in H_{10} (*alternate hypothesis*).

4. To arrange the chronology of selected customer retention practices affecting the customer retention of standalone Indian speciality restaurant in Pune city.

Based on regression effect, table below shows the chronology of selected 10-customer retention practices affecting the customer retention of standalone Indian speciality restaurant in Pune city. From the data it is observed that comment card tracking is the most impactful practice under customer retention strategies.

| Sr. No. | Category | Adjusted R Square | Chronology based on Impact |
|----------------|--|--------------------------|-----------------------------------|
| 1 | Comment Card Tracking | 0.281 | 1 |
| 2 | Employee Training | 0.174 | 2 |
| 3 | Overall Service Quality | 0.139 | 3 |
| 4 | Mechanism to Handle Customer Complaints | 0.114 | 4 |
| 5 | Use of Social Media | 0.091 | 5 |
| 6 | Loyalty Programs | 0.087 | 6 |
| 7 | Menu Engineering | 0.069 | 7 |
| 8 | Restaurant Website | 0.058 | 8 |
| 9 | Customer Centric Relationship Management | 0.037 | 9 |
| 10 | Use of Telephone/SMS/Email Marketing | 0.016 | 10 |

(Source: Primary Data)

Chapter 5

Conclusions and Recommendations

Customer relationship management is a marketing process which is used for market segmentation, acquisition of customers, retention of customers and customer development through cross-selling and up-selling. The primary reason for organizations (including restaurants) wanting to build relationship with their customers is purely economic. Better profitability can be achieved by the restaurants when they manage their customers in order to identify, satisfy and retain profitable and loyal customers. Indeed, improving customer retention rate has the result of increasing the size of the restaurants' customer base. For restaurant like businesses, larger and repeated customer base does deliver better performance and competitive advantage in a Pune like cities.

Undoubtedly, the impacts of small improvements in retention of customers are hugely magnified at higher levels of retention. Several studies suggest that improving customer retention rate from 70 to 80 per cent produces average customer tenure from 10 to 15 years. It is also a fact that managing customer retention generates 2-key benefits for restaurant business as it reduces marketing and promotion cost and provides better customer insights. Improving retention of customer reduces restaurants' marketing cost. It has been estimated in the several studies that it cost at least 20-times as much to acquire a new customer than it does to retain an existing customer for restaurant business. In sum, for restaurant business, both – the cost and revenue sides of the bottom-line of the business are impacted by retention of customers.

For restaurant business, rate of customer retention rises over time and it is always advisable to improve customer retention in early years of relationship which will ensure greater number of customers to generate higher profits for restaurants in the later years. It is also a fact that restaurants shouldn't believe that if they improve retention of customers, business performance and profitability will be automatically improve. Profitability of business will be purely depending on which customers are retained by restaurants and how they are managing relationship.

The objectives of the present study was to find out what all customer retention practices Indian speciality restaurants in Pune city are following and how these practices are impacting retention of customers? The researcher concludes that Indian

speciality restaurants are majorly following loyalty programs, menu engineering, employee training, relationship management and customer complaint handling mechanism as key strategies to retain the customer. The tools that actively used by Indian speciality restaurants for communication and retention of customers are observed as combination of both traditional and non-traditional tools like telephone, SMS, email marketing and social media platforms. Study has also noticed that social media platforms are used by Indian speciality restaurants to handle the queries of their customers and complaint handling. It is observed that effective comment card tracking also utilize to gather the customer feedback and built the customer data base. Through this study, researcher also confirmed that all these practices have positive effect on the retention of customers of Indian speciality restaurants from Pune city.

5.1 Conclusion 1

When considering the customer relationship management practices for restaurant business, there is not strategic alternative but a persistent methodology towards driving *customer centricity* to achieve present, future and lifetime profitability by building customers for life. In the present study researcher has observed and confirmed that restaurants from Pune city observe customer centric relationship however which does not positively results into retention of customers for them.

Suggestions

Researcher suggests that restaurants should plan and practice customer centric relationship activities to such a level that it should differentiate them from rest other hoteliers in the city. Researcher suggests that restaurants should allocate and reserve sufficient budget so that automation can be introduce and data of customers can be tracked well for relationship building.

5.2 Conclusion 2

No restaurant like receiving customer complaints, however they are not avoidable. Even the best restaurants sometimes fail to deliver services as per customer expectations and provide cause for complaints. Thus, it makes sense for restaurants to implement *mechanism to handle customer complaints*. An optimistic view of customer complaints accepts that customers who criticize are giving restaurants a chance to gain customers back and retain their future value. Moreover, customer

complaints also provide information which can be helpful to identify, correct and root cause of problems. In the present study, researcher has observed that with majority of restaurants from Pune city there exists mechanism to handle customer complaints.

Suggestions

To avoid customer complaints researcher suggests that all restaurants must have written document about all standard operating procedures and staff should be trained based on this. It is also advisable that every single staff should be trained to handle all levels of complaints, if any.

5.3 Conclusion 3

The study has also found and concluded that restaurants from Pune use *Telephone, SMS, and Emails* to communicate with the customers. As these tools are traditional in nature it fails to impact retention of customer for traditional stand-alone Indian speciality restaurants from Pune.

Suggestions

The researcher is of the opinion that restaurants must use these tools with some paid applications like what's App marketing so that remarketing and customer reactions to the campaigns can be tracked and restaurants can plan and implement retention strategies with more rigor. There should be a system through which restaurant should collect the customers information like birth date, anniversary date to wish customer on special occasion.

5.4 Conclusion 4

Researcher has also concluded that restaurants for Pune use *social media platforms* to retention of customer and handing of complaints. Undoubtedly, social media platforms are the new-age tools which none of the marketer can avoid communicating with the prospects or with their existing customers. It can is the easiest medium to reach at customers door step.

Suggestions

Researcher suggests that restaurants must appoint a specialist or an agency to manage their social media accounts. Restaurants can also plan collaboration with influencers to promote their services through social media platforms. Remarketing must be the priority for the use of social media for Indian speciality restaurants from Pune city.

5.5 Conclusion 5

One of the important touch points in restaurant business is *website*. In the present study it has been observed that Indian speciality restaurants from Pune use websites as one of the tools to connect with their customers and which positively impact customer retentions. Undoubtedly, websites of restaurants create trust in the minds of customers and acts as a salient salesman for the business.

Suggestions

Researcher wants to suggest that all restaurants should closely monitor the content they put on the websites. It is also advisable that restaurants should keep their websites as dynamic as possible with continuous updates on to it. Search engine optimization, notification and integration of social media platforms through website is planned strategically.

5.6 Conclusion 6

Loyalty programs encourage restaurant customers to buy from additional categories and thus deepening the relationship with them. Study concludes that Indian speciality restaurants from Pune city practices loyalty programs and it positively influences retention of customers for them.

Suggestions

Researcher suggests that loyalty programs should be planned such a way that all rewards should be tangible and should be prompt. Delay in recognition to loyal customers may lose its motive.

5.7 Conclusion 7

Menu is the main attraction of customers to visit any specific restaurant. *Menu engineering* provides a fundamental basis for restaurants to structure or restructure their menu to attract and retain their customers. Present study has concluded that Indian speciality restaurants from Pune practice menu engineering as one of the strategies for retention of customers.

Suggestions

Researcher suggests that restaurants must identify their flagship dishes and shouldn't change them very frequently. Complete restructuring of menu every after 3 years is must to retain competitive in the restaurant business and city like Pune where customers have ample of options to choose from.

5.8 Conclusion 8

Comment card tracking helps restaurants to understand the real time feedback about restaurants' food and services. Tracking comment card meticulously is helping restaurants to observe the customer experience as well. The study has identified that comment card tracking is one of the popular strategies Indian restaurants' from Pune city use to retain customers.

Suggestions

It is observed that technological advance is not incorporated in all the restaurants. It is suggested that restaurants should use electronic devices to track the comments of the customers and restaurants should analyze this data on daily basis. Clear briefings to staff on handling of electronic comment devices should be provided by higher authorities and strategic actions should be planned by employees based on the feedback as received.

5.9 Conclusion 9

Skilled employees are unmatched resources for restaurant business. The study has found that Indian speciality restaurants train their employees to perform their duties at best; moreover, restaurants also ensure rewards to best employees in their organization. The study concludes the *employee training* to handle customers positively impacts retention of customers for restaurant business in Pune.

Suggestions

As of now it is observed that employee training practices are of satisfactory level. Therefore, there are no suggestions for the same.

5.10 Conclusion 10

Several studies have suggested a positive relationship between *overall service quality* and customer satisfaction. The present study also supports the relationship between overall service quality and retention of customers with respect to Indian speciality restaurants from Pune city.

Suggestions

Researcher suggests that restaurants must monitor gaps in service delivery and appropriate actions through standard operating procedures should be practiced.

To conclude, a customer retention strategy always aims to keep high proportion of valuable customers of restaurant business by reducing customer defection. However, to practice retention strategies for restaurant business it is important to address questions like – customers to be targeted for retention, strategies to be used for retention and the measurement of performance. Thus, it is also advisable that restaurants should address these issues carefully and programmed into well-resourced customer retention plan and strategies.

5.11 Future Scope

This study is only limited to one of the aspect of customer relationship management as customer retention practices. Physiological factors are not considered which may affect the customer behaviour. Financial factor play very important role while implementing customer retention practices. It was not possible to cover all the strata of the hospitality industry in this research. Other sectors of hospitality industry and related restaurants like fine dine restaurants, ethnic restaurant, quick service restaurant, casual restaurants etc. can be consider for the further study. The current study has been conducted in geographies of Pune city. Similar study can be conducted in other geographical locations as well.

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Annexure

Annexure 1- Questionnaire for restaurant representative / owners

Title: A Study of Customer Retention Practices in Stand-Alone Indian Speciality Restaurants in Pune City and Its Impact on Customer Retention.

Respected Sir / Madam,

This survey is a part of research work undertaken by Mr. Nilesh Upadhye, under the guidance of Dr. Suvarna Sathe towards the completion of Ph.D in Management. The data collected through this questionnaire will be strictly used for research purpose only. The data will be kept confidential, anonymous at all times and will not be used elsewhere. Data reported will be used as collective total. Please provide the information requested below. Your participation is highly appreciated.

Thank You.

Nilesh Upadhye,
Research Scholar,
Tilak Maharashtra Vidyapeeth,
Pune.

1. Name of the Restaurant: _____

2. Name of the Respondent: _____

3. Age of the Respondent: _____ yrs'

4. Educational Qualification:

A. Below Undergraduate ()

B. Undergraduate ()

C. Graduate ()

D. Postgraduate ()

5. Designation of the Respondent:

A. Owner ()

B. Restaurant Manager ()

C. Marketing Manager ()

6. Please circle a rating indicating your perceived level of agreement on the customer retention practices as observed in your restaurant (*as 5: Strongly Agree, 4: Agree, 3: Undecided, 2: Disagree, 1: Strongly Disagree*)

| Sr. No. | Particulars | Ratings |
|--|---|---------|
| I. Customer Centric Relationship Management | | |
| 1 | Our restaurant makes an effort to find out the needs of our key customers. | |
| 2 | Our restaurant has the sales and marketing expertise to succeed in customer relationship management. | |
| 3 | Our restaurant has sufficient budget to succeed in customer relationship management. | |
| 4 | Our restaurant has established clear business goals related to customer acquisition, development and retention. | |
| 5 | Organizational structure at our restaurant is precisely designed around our customers. | |
| 6 | At our restaurant we have support of computer technology in building customer relationships. | |
| II. Mechanism to Handle Customer Complaints | | |
| 7 | We have established formal guidelines and policies to record investigate and resolve any customer dissatisfaction and problems. | |
| 8 | We always listen to our customer complaints. | |
| 9 | We are not afraid to apologize for our mistakes at restaurants. | |
| 10 | When our customer has a legitimate complaint, we do find out the root cause and solve it. | |
| 11 | We always follow up with our customers to make sure they are satisfied with the solution. | |

| III. Use of Telephone/SMS/Email Marketing | | |
|--|--|--|
| 12 | At our restaurant, customer information is available at every point of contact for necessary marketing activities. | |
| 13 | We maintain a comprehensive database of our customers. | |
| 14 | We use telephone marketing to inform and engage the customers. | |
| 15 | We use bulk SMS marketing to inform and engage the customers. | |
| 16 | We use email marketing to inform and engage the customers. | |
| IV. Use of Social Media | | |
| 17 | We use social media to ignite customer interest in our offerings (food and beverage). | |
| 18 | We use the social media to gather the information to improve customer experience. | |
| 19 | We use social media to address the customer review. | |
| 20 | Social media is used to address to all comments and questions asked by our customers. | |
| V. Restaurant Website | | |
| 21 | We provide exceptional customer support for bookings and ordering food through our website. | |
| 22 | We use web push notifications to send messages throughout website. | |
| 23 | We always keep our website upgraded. | |
| 24 | Our website consists of call-to-action functions. | |
| VI. Loyalty Programs | | |
| 25 | We craft targeted campaigns by tapping into customer data. | |
| 26 | We always try to differentiate our loyalty programs from competitors programs. | |
| 27 | We always try to make rewards tangible for loyal customers. | |
| 28 | We reward referrals at our restaurant. | |

| | | |
|------------------------------------|---|--|
| 29 | We monitor our loyalty reports. | |
| VII. Menu Engineering | | |
| 30 | Our restaurant work with individual key customers to modify and customize offerings (food and beverages). | |
| 31 | When our restaurant finds that customers would like to modify food and beverages, the relevant departments get involved to make so. | |
| 32 | At our restaurant, we use menu descriptions and correct price placement. | |
| 33 | We care for menu aesthetics. | |
| 34 | We frequently study and examine restaurant menu analysis report. | |
| 35 | We have kept the perennial favourites in our menu. | |
| 36 | We frequently organize food festivals. | |
| 37 | We are known for a particular food item (flagship dish) | |
| 38 | We consider guest suggestions for planning or revamping menu | |
| VIII. Comment Card Tracking | | |
| 39 | We have feedback system in place in our restaurant. | |
| 40 | We meticulously trace comment cards and try to build our customer services on it. | |
| 41 | At our restaurant, effective customer experience tracking is inclusive. | |
| IX. Employee Training | | |
| 42 | Our employee training programs are designed to develop the skills required for acquiring new customers. | |
| 43 | Our employee training programs are designed to develop the skills required for retaining existing customers. | |
| 44 | We measure and reward our employees based on meeting customer needs and successfully serving them. | |

| | | |
|-----------------------------------|--|--|
| 45 | Employees at our restaurant are always willing to help customers in a responsive manner. | |
| 46 | We are always keen to learn about customer needs. | |
| X. Overall Service Quality | | |
| 47 | Our restaurant provides customized services to key customers. | |
| 48 | Customers can expect prompt service from our restaurant's employees. | |
| 49 | We are thoughtfully selected architectural design and interiors for our restaurant. | |
| 50 | We provide secured environment for our customers so that they feel relax and enjoy themselves. | |
| 51 | We provide quality food and beverage services | |
| 52 | We provide complete meal experience | |
| 53 | We have full-fledged bar | |
| 54 | We offer valet parking | |
| 55 | We have guest relationship executive to welcome guest at restaurant | |
| 56 | We provide home delivery services | |

7. Please circle a rating indicating your perceived level of agreement on the following aspects of customer retention with respect to your restaurant (*as 5: Strongly Agree, 4: Agree, 3: Undecided, 2: Disagree, 1: Strongly Disagree*)

| Sr. No. | Particulars | Ratings |
|----------------|---|----------------|
| 1 | We have a high rate of customer retention (our customers very rarely visit other restaurants for the choice of food we offer) | |
| 2 | We have very low revenue churn rate | |
| 3 | Our customers tend to purchase repeatedly over a given time period | |

| | | |
|---|---|--|
| 4 | Our customers spend more money throughout their entire time as paying customer | |
| 5 | We have low product return rate i.e., percentage of sales orders that have a product return | |
| 6 | We have high customer satisfactory ratio | |
| 7 | We have high customer loyalty ratio | |
| 8 | Our customers are overall satisfied with our offering and services. | |

8. Please state unique selling proposition of your restaurant.

Annexure 2

Common Definitions

- **Customer Retention Management:**

Customer retention management is the process of managing the customer experience and customer satisfaction efforts within your organization, with the ultimate goal of keeping the customers you acquire for as long as possible.

- **Customer Retention:**

Customer retention is more than giving the customer what they expect, it's about exceeding their expectations so that they become loyal customer of your brand.

Ramakrishnan (2006) defines customer retention as the marketing goal of preventing customers from going to the competitor.

However, the number of customers who continue their relationship with the service provider in the specific time duration such as a year is also referred to as customer retention. (Dawes, 2009: 232).

Fluss (2010) observes that competitors are always looking for ways to capture customers by offering them better deals.

- **Restaurant:**

Restaurant is an establishment where meals are served to the public. Restaurant varies in standard from basic café to exclusive eateries in 5 Star hotels. Restaurant are set to be licensed if they are legally able to sell alcohol and unlicensed if they are not. The person who owns or manages a restaurant is known as restaurateur. In simple words which sell “local food” is called as restaurant.

- **Specialty Restaurant:**

Speciality restaurants are restaurants in which the concept of the cuisine/food is given priority over everything else. It is not necessary that the ambience of this type of restaurant will be fascinating. It may be an informal dining area or a

luxurious restaurant. The main thing is the cuisine/food which is served. It is special in its own way.

- **Customer Centric Relationship Management:**

Customer centric is a strategy and culture of doing business that focuses on creating the best experience for the customer and by doing so builds brands loyalty. Customer centric businesses ensure that the customer is at the center of a business's operations or ideas.

- **Mechanism to Handle Customer Complaints:**

Complaint tracking is used to capture, monitor, and analyze customer complaints and other feedback in order to improve and maintain an organization's quality of service delivery. Organizations should capture negative feedback (complaints) and positive feedback (praise) to incorporate a holistic data set of customer feedback into their service offerings

- **Use of Telephone/SMS/Email Marketing:**

Mobile marketing is multi-channel online marketing technique focused at reaching a specific audience on their Smartphone's, tablets, or any other related devices through websites, E-mail, SMS and MMS, social media, or mobile applications

- **Use of social media:**

Social Media can be called a strategy and an outlet for broadcasting, while Social Networking is a tool and a utility for connecting with others (Cohen, 2009; Stelzner, 2009). Furthermore, Cohen (2009) reports that „the difference is not just semantics but in the features and functions put into these websites by their creators which dictates the way they are to be used.”

- **Restaurant Website:**

The World Wide Web is part of the internet. It is a computerized, interactive, multimedia system to import and/or access information worldwide. It is used for both personal and business purposes.

- **Loyalty Programs:**

A tool used to reward the customer, where in loyalty cards are issued to these customers. The customers are encouraged to add points to his card by purchasing more and more. Later he is complimented for his spending through rewards and special treatment.

- **Menu Engineering:**

Menu engineering is the study of the profitability and popularity of menu items and how these two factors influence the placement of these items on a menu

- **Comment Card Tracking:**

Customer survey is on restaurant or an extensive questionnaire of guests. Comment Card tracking system assists to manage customer feedback. This will improve productivity in the follow-up process and provide valuable management reports to maximize the benefits of your surveys.

- **Employee Training:**

Employee training is a process by which an attempt is made to develop the employee skills, so as to increase ability, knowledge and experience of the employee which leads to the growth in the job skills required for organizational growth.

- **Overall Service Quality:**

Service quality is the positive outcome of or customer benefits from a service delivered, which affects the level of customer satisfaction.

Annexure 3

Some common types of restaurant usually found across the world are -

Casual Dining - These restaurants cater to all kinds of people. People go there and have many food choices and enjoy the relaxed kind of atmosphere. The prices in casual dining restaurants are not high.

Fast food restaurant - Fast food restaurants emphasize speed of service and low cost over all other considerations. A common feature of newer fast food that distinguishes them from traditional cafeteria is a lack of cutlery or crockery; the customer is expected to eat the food directly from the disposable container.

Family style restaurant - The restaurant that have a fixed menu and fixed price, usually with diners seated at a communal table as on bench seats and food served in the platter and diner help themselves to serve the food.

Fine dining restaurant- The restaurant that offers full service restaurants with specific dedicated meal courses. Decor of such restaurants features higher quality materials with an eye towards the “atmosphere” desired by the restaurateurs. The service staffs are highly trained and often wear attire that is more formal.

Cafeterias - A cafeteria is a restaurant serving mostly ready –cooked food arranged behind a food serving counter. There are little or no table service. Typically, a patron takes a tray and pushes it along a track in front of the counter. Originally developed for the industrial feeding market but now seen in variety of sectors.

Coffee house – Coffeehouses are casual restaurants without table service that emphasize coffee and other beverages; typically, a limited selection of cold foods such as pastries and perhaps sandwiches are offered as well. Their distinguishing feature is they allow patrons to relax and socialize on their premises for long period of time without pressure to leave promptly after eating.

Cafe – Cafe and coffee shops are informal restaurants offerings a range of hot meal and made-to-order sandwiches. Cafe offers table service. Many cafes are open for breakfast and serve full hot breakfasts. In some areas, cafes offer outdoor seating.

Bistro – Often a smaller establishment, with check tablecloths, bentwood chair, cluttered decor and friendly informal staff. Tends to offer honest, basic and robust cooking.

Brasserie – This is generally a largish, styled room, with a long bar normally serving one-plate items rather than formal meals. Often it is possible just to have a drink, coffee or just a snack. Service by waiters, often in traditional style of long aprons and black waistcoats.

Themed restaurant – Often international in orientation, such as jungle, rainforest or music –opera where staff performs as well as serve. Mainly concentration is decor and menu with or without specific cuisine.

Bar- Bar means any establishment where one can purchase and consume alcoholic beverages, but excluding establishment or portions of establishment serving meals to more the 50 people at one time. Bar can be classified into two major parts that are public bar and service bar.

Wine bar – Often a mixture of bar and brasserie style operation, commonly wine themed, serving a variety of foods.

(Liilicrape et al.,2006) (Food & Beverage Service: A Text Book et al., 2010)

Annexure 4

Validation of questionnaire - Customer representative / owner

| | | <i>Total</i> | <i>Pearsons Critical Value @5% Level-of- Significance</i> | <i>Remarks</i> |
|--|---------------------|--------------|---|---|
| Educational qualification | Pearson Correlation | .300* | 0.23 | As obtained value is greater than critical value, it is a valid question. |
| | Sig. (2-tailed) | .012 | | |
| | N | 69 | | |
| Designation of the Respondent | Pearson Correlation | .295* | 0.23 | As obtained value is greater than critical value, it is a valid question. |
| | Sig. (2-tailed) | .018 | | |
| | N | 69 | | |
| Finding needs of key customers | Pearson Correlation | .279* | 0.23 | As obtained value is greater than critical value, it is a valid question. |
| | Sig. (2-tailed) | .020 | | |
| | N | 69 | | |
| Sales and marketing expertise to succeed in customer relationship management | Pearson Correlation | .592** | 0.23 | As obtained value is greater than critical value, it is a valid question. |
| | Sig. (2-tailed) | .000 | | |
| | N | 69 | | |
| Sufficient budget to succeed in customer relationship management | Pearson Correlation | .520** | 0.23 | As obtained value is greater than critical value, it is a valid question. |
| | Sig. (2-tailed) | .000 | | |
| | N | 69 | | |
| Clear business | Pearson | .706** | 0.23 | As obtained value is |

| | | | | |
|---|---------------------|--------|------|---|
| goals related to customer acquisition, development and retention | Correlation | | | greater than critical value, it is a valid question. |
| | Sig. (2-tailed) | .000 | | |
| | N | 69 | | |
| Staffing precisely designed around customers | Pearson Correlation | .626** | 0.23 | As obtained value is greater than critical value, it is a valid question. |
| | Sig. (2-tailed) | .000 | | |
| | N | 69 | | |
| Support of computer technology in building customer relationships | Pearson Correlation | .575** | 0.23 | As obtained value is greater than critical value, it is a valid question. |
| | Sig. (2-tailed) | .000 | | |
| | N | 69 | | |
| Formal guidelines and policies to record, investigate and resolve any customer dissatisfaction and problems | Pearson Correlation | .518** | 0.23 | As obtained value is greater than critical value, it is a valid question. |
| | Sig. (2-tailed) | .000 | | |
| | N | 69 | | |
| Listening to customer complaints | Pearson Correlation | .468** | 0.23 | As obtained value is greater than critical value, it is a valid question. |
| | Sig. (2-tailed) | .000 | | |
| | N | 69 | | |
| Apologizing on mistakes at restaurants | Pearson Correlation | .348** | 0.23 | As obtained value is greater than critical value, it is a valid question. |
| | Sig. (2-tailed) | .003 | | |
| | N | 69 | | |
| Solving | Pearson | .522** | 0.23 | As obtained value is |

| | | | | |
|--|---------------------|--------|------|---|
| customer complaints | Correlation | | | greater than critical value, it is a valid question. |
| | Sig. (2-tailed) | .000 | | |
| | N | 69 | | |
| Follow up with customers to make sure they are satisfied with the solution | Pearson Correlation | .615** | 0.23 | As obtained value is greater than critical value, it is a valid question. |
| | Sig. (2-tailed) | .000 | | |
| | N | 69 | | |
| Availability of customer information for necessary marketing activities | Pearson Correlation | .430** | 0.23 | As obtained value is greater than critical value, it is a valid question. |
| | Sig. (2-tailed) | .000 | | |
| | N | 69 | | |
| Maintenance of a comprehensive database of customers | Pearson Correlation | .514** | 0.23 | As obtained value is greater than critical value, it is a valid question. |
| | Sig. (2-tailed) | .000 | | |
| | N | 69 | | |
| Telephone marketing to inform and engage the customers | Pearson Correlation | .560** | 0.23 | As obtained value is greater than critical value, it is a valid question. |
| | Sig. (2-tailed) | .000 | | |
| | N | 69 | | |
| SMS marketing to inform and engage the customers | Pearson Correlation | .488** | 0.23 | As obtained value is greater than critical value, it is a valid question. |
| | Sig. (2-tailed) | .000 | | |
| | N | 69 | | |
| Email marketing to inform and engage the customers | Pearson Correlation | .541** | 0.23 | As obtained value is greater than critical value, it is a valid question. |
| | Sig. (2-tailed) | .000 | | |
| | N | 69 | | |
| Social media to ignite customer | Pearson Correlation | .397** | 0.23 | As obtained value is greater than critical |

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|--|---------------------|--------|------|---|
| interest in products and services | Sig. (2-tailed) | .001 | | value, it is a valid question. |
| | N | 69 | | |
| Social media to gather the information to improve customer experience | Pearson Correlation | .455** | 0.23 | As obtained value is greater than critical value, it is a valid question. |
| | Sig. (2-tailed) | .000 | | |
| | N | 69 | | |
| Social media to address the customer review | Pearson Correlation | .375** | 0.23 | As obtained value is greater than critical value, it is a valid question. |
| | Sig. (2-tailed) | .001 | | |
| | N | 69 | | |
| Social media to address to all comments and questions of customers | Pearson Correlation | .641** | 0.23 | As obtained value is greater than critical value, it is a valid question. |
| | Sig. (2-tailed) | .000 | | |
| | N | 69 | | |
| Pro activeness in handling customer complaints raised through social media | Pearson Correlation | .513** | 0.23 | As obtained value is greater than critical value, it is a valid question. |
| | Sig. (2-tailed) | .000 | | |
| | N | 69 | | |
| Dedicated website of the restaurant | Pearson Correlation | .502** | 0.23 | As obtained value is greater than critical value, it is a valid question. |
| | Sig. (2-tailed) | .000 | | |
| | N | 69 | | |
| Upgraded website | Pearson Correlation | .492** | 0.23 | As obtained value is greater than critical value, it is a valid question. |
| | Sig. (2-tailed) | .000 | | |
| | N | 69 | | |
| Web push | Pearson | .655** | 0.23 | As obtained value is |

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|---|---------------------|--------|------|---|
| notifications to send messages through website | Correlation | | 0.23 | greater than critical value, it is a valid question. |
| | Sig. (2-tailed) | .000 | | |
| | N | 69 | | |
| Exceptional customer support for bookings and ordering food through website | Pearson Correlation | .636** | 0.23 | As obtained value is greater than critical value, it is a valid question. |
| | Sig. (2-tailed) | .000 | | |
| | N | 69 | | |
| Targeted campaigns by tapping into customer data | Pearson Correlation | .361** | 0.23 | As obtained value is greater than critical value, it is a valid question. |
| | Sig. (2-tailed) | .002 | | |
| | N | 69 | | |
| Different loyalty programs from competitors' program | Pearson Correlation | .576** | 0.23 | As obtained value is greater than critical value, it is a valid question. |
| | Sig. (2-tailed) | .000 | | |
| | N | 69 | | |
| Tangible rewards for loyal customers | Pearson Correlation | .728** | 0.23 | As obtained value is greater than critical value, it is a valid question. |
| | Sig. (2-tailed) | .000 | | |
| | N | 69 | | |
| Reward referrals at restaurant | Pearson Correlation | .695** | 0.23 | As obtained value is greater than critical value, it is a valid question. |
| | Sig. (2-tailed) | .000 | | |
| | N | 69 | | |
| Monitoring loyalty reports | Pearson Correlation | .727** | 0.23 | As obtained value is greater than critical value, it is a valid question. |
| | Sig. (2-tailed) | .000 | | |
| | N | 69 | | |
| Working with individual key customers to modify and | Pearson Correlation | .484** | 0.23 | As obtained value is greater than critical value, it is a valid question. |
| | Sig. (2-tailed) | .000 | | |
| | N | 69 | | |

| | | | | |
|--|---------------------|--------|------|---|
| customize offerings | | | | |
| Involvement of relevant departments to modify food and beverages as per customers choice | Pearson Correlation | .521** | 0.23 | As obtained value is greater than critical value, it is a valid question. |
| | Sig. (2-tailed) | .000 | | |
| | N | 69 | | |
| Use menu descriptions and correct price placement | Pearson Correlation | .619** | 0.23 | As obtained value is greater than critical value, it is a valid question. |
| | Sig. (2-tailed) | .000 | | |
| | N | 69 | | |
| Care for menu aesthetics | Pearson Correlation | .648** | 0.23 | As obtained value is greater than critical value, it is a valid question. |
| | Sig. (2-tailed) | .000 | | |
| | N | 69 | | |
| Frequent study and examination of restaurant menu | Pearson Correlation | .561** | 0.23 | As obtained value is greater than critical value, it is a valid question. |
| | Sig. (2-tailed) | .000 | | |
| | N | 69 | | |
| Perennial favorites in menu | Pearson Correlation | .467** | 0.23 | As obtained value is greater than critical value, it is a valid question. |
| | Sig. (2-tailed) | .000 | | |
| | N | 69 | | |
| Frequent organization of food festivals | Pearson Correlation | .583** | 0.23 | As obtained value is greater than critical value, it is a valid question. |
| | Sig. (2-tailed) | .000 | | |
| | N | 69 | | |
| Known for a particular flagship cuisine | Pearson Correlation | .526** | 0.23 | As obtained value is greater than critical value, it is a valid question. |
| | Sig. (2-tailed) | .000 | | |
| | N | 69 | | |

| | | | | |
|---|---------------------|--------|------|---|
| Consideration of guest suggestions for planning or revamping menu | Pearson Correlation | .627** | 0.23 | As obtained value is greater than critical value, it is a valid question. |
| | Sig. (2-tailed) | .000 | | |
| | N | 69 | | |
| Feedback system | Pearson Correlation | .459** | 0.23 | As obtained value is greater than critical value, it is a valid question. |
| | Sig. (2-tailed) | .000 | | |
| | N | 69 | | |
| Tracing of comment cards and try to build our customer services on it | Pearson Correlation | .502** | 0.23 | As obtained value is greater than critical value, it is a valid question. |
| | Sig. (2-tailed) | .000 | | |
| | N | 69 | | |
| Effective customer experience tracking system | Pearson Correlation | .623** | 0.23 | As obtained value is greater than critical value, it is a valid question. |
| | Sig. (2-tailed) | .000 | | |
| | N | 69 | | |
| Employee training programs to develop the skills for acquiring new customers | Pearson Correlation | .484** | 0.23 | As obtained value is greater than critical value, it is a valid question. |
| | Sig. (2-tailed) | .000 | | |
| | N | 69 | | |
| Employee training programs to develop the skills for retaining existing customers | Pearson Correlation | .632** | 0.23 | As obtained value is greater than critical value, it is a valid question. |
| | Sig. (2-tailed) | .000 | | |
| | N | 69 | | |

| | | | | |
|--|---------------------|--------|------|---|
| Measurement and rewarding employees based on meeting customer needs | Pearson Correlation | .610** | 0.23 | As obtained value is greater than critical value, it is a valid question. |
| | Sig. (2-tailed) | .000 | | |
| | N | 69 | | |
| Employees willingness to help customers in a responsive manner | Pearson Correlation | .587** | 0.23 | As obtained value is greater than critical value, it is a valid question. |
| | Sig. (2-tailed) | .000 | | |
| | N | 69 | | |
| Keen to learn about customer needs | Pearson Correlation | .590** | 0.23 | As obtained value is greater than critical value, it is a valid question. |
| | Sig. (2-tailed) | .000 | | |
| | N | 69 | | |
| Customized services to key customers | Pearson Correlation | .504** | 0.23 | As obtained value is greater than critical value, it is a valid question. |
| | Sig. (2-tailed) | .000 | | |
| | N | 69 | | |
| Prompt service from employees | Pearson Correlation | .373** | 0.23 | As obtained value is greater than critical value, it is a valid question. |
| | Sig. (2-tailed) | .002 | | |
| | N | 69 | | |
| Thoughtfully selected architectural design and interiors at restaurant | Pearson Correlation | .567** | 0.23 | As obtained value is greater than critical value, it is a valid question. |
| | Sig. (2-tailed) | .000 | | |
| | N | 69 | | |
| Secured environment for customers | Pearson Correlation | .510** | 0.23 | As obtained value is greater than critical value, it is a valid question. |
| | Sig. (2-tailed) | .000 | | |
| | N | 69 | | |
| Quality food and | Pearson | .403** | 0.23 | As obtained value is |

| | | | | |
|---|---------------------|--------|------|---|
| beverage services | Correlation | | | greater than critical value, it is a valid question. |
| | Sig. (2-tailed) | .001 | | |
| | N | 69 | | |
| Complete meal experience | Pearson Correlation | .497** | 0.23 | As obtained value is greater than critical value, it is a valid question. |
| | Sig. (2-tailed) | .000 | | |
| | N | 69 | | |
| Full-fledged bar | Pearson Correlation | .381** | 0.23 | As obtained value is greater than critical value, it is a valid question. |
| | Sig. (2-tailed) | .001 | | |
| | N | 69 | | |
| Valet parking | Pearson Correlation | .390** | 0.23 | As obtained value is greater than critical value, it is a valid question. |
| | Sig. (2-tailed) | .001 | | |
| | N | 69 | | |
| Guest relationship executive to welcome guest at restaurant | Pearson Correlation | .458** | 0.23 | As obtained value is greater than critical value, it is a valid question. |
| | Sig. (2-tailed) | .000 | | |
| | N | 69 | | |
| Home delivery services | Pearson Correlation | .491** | 0.23 | As obtained value is greater than critical value, it is a valid question. |
| | Sig. (2-tailed) | .000 | | |
| | N | 69 | | |
| High rate of customer retention | Pearson Correlation | .586** | 0.23 | As obtained value is greater than critical value, it is a valid question. |
| | Sig. (2-tailed) | .000 | | |
| | N | 69 | | |
| Low revenue churn rate | Pearson Correlation | .023 | 0.23 | As obtained value is greater than critical value, it is a valid question. |
| | Sig. (2-tailed) | .850 | | |
| | N | 69 | | |
| Repeated | Pearson | .500** | 0.23 | As obtained value is |

| | | | | |
|--|------------------------|--------|------|--|
| purchase by customers in a given time period | Correlation | | | greater than critical value, it is a valid question. |
| | Sig. (2-tailed) | .000 | | |
| | N | 69 | | |
| Spend more money throughout entire time as paying customer | Pearson Correlation | .487** | 0.23 | As obtained value is greater than critical value, it is a valid question. |
| | Sig. (2-tailed) | .000 | | |
| | N | 69 | | |
| Low product return rate | Pearson Correlation | .120 | 0.23 | As obtained value is greater than critical value, it is a valid question. |
| | Sig. (2-tailed) | .327 | | |
| | N | 69 | | |
| High customer satisfactory ratio | Pearson Correlation | .479** | 0.23 | As obtained value is greater than critical value, it is a valid question. |
| | Sig. (2-tailed) | .000 | | |
| | N | 69 | | |
| High customer loyalty ratio | Pearson Correlation | .494** | 0.23 | As obtained value is greater than critical value, it is a valid question. |
| | Sig. (2-tailed) | .000 | | |
| | N | 69 | | |
| Overall satisfaction | Pearson Correlation | .554** | 0.23 | As obtained value is greater than critical value, it is a valid question. |
| | | | | |