THE EFFECT OF CUSTOMER CARE ON THE MARKET SHARE OF AN ORGANISATION

A CASE STUDY OF SHOPRITE LUGOGO

NAKAWA DIVISION

BY

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DEDICATION

I dedicate this report to my beloved parents Mr. Mukasa Edward and Mrs. Bawera Jennifer

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TABLE OF CONTENTS

TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

ABSTRACT

The study was intended to investigate the effect of customer care on the market share of an organization a case study of Shoprite Lugogo. The objectives of the study were to examine the relationship between after sales services and the organization's market share, the effect of personnel responsiveness on the organization's market share, and the effect of customer research and feedback on organization market share

To achieve the above objectives, the researcher collected primary data and secondary data. The researcher used descriptive analysis and SPSS and used a sample of 70 respondents, 50 Shoprite customers and 20 staff of Shoprite who were selected using purposive sampling and simple random technique. The research findings showed that customer care services and activities at Shoprite Lugogo are generally good. Activities such as after sale services, promotional activities, and customer attention services increase the company's market share.

It's concluded that there exists a strong relationship between customer care and the market share of a company. It's recommended that employee motivation and employee training should be increased to improve customer care services and thus increasing the market share of the company.

CHAPTER ONE

1.0 INTRODUCTION

Customer care should start at the lowest level of the organization hierarchy and continue towards the top most level. Customer satisfaction is the heart of the selling process. One estimates that it is five times as much to attract new customers and as it does to keep an existing one. The relationship between the customer and the organization is therefore important to keep at a flame burning. Building customer relationship can be seen as moving up a ladder for an organization towards attaining market share. Customer service has over the time originally received much attention from a logistics perspective and subsequently has been defined in terms of physical distribution elements. Gradually a marketing component has been introduced which explicitly covers a marketing communication aspects of the marketing mix of the organization. (Wouters, 2001)

This study intends to examine the effect of customer care on an organization's market share. At the end of this chapter, the researcher will have displayed the following the following; the Gap, Title, Problem statement, Conceptual frame work, General objectives, Specific objectives, Research questions and the scope.

1.1.   BACKGROUND OF THE STUDY

Only from the early nineteen nineties on impact studies try to establish effects on customer care and company performance through its market share. Indeed, researchers increasingly use advanced statistical methods like LISREL to establish relationships between customer service, customer satisfaction and the general organizational performance towards attaining a reasonable market share from its competitors within the industry they serve. (Wouters 2001)

Customer service in organizations is the process interaction between the customer and a representative of the organization and is not limited to a single function or job type within the organization. The main emphasis of its definition is that customer service is acknowledged by the customer who receives it. Along this line, Smith (1998) defines customer service as "meeting the needs and expectations of the customer, as defined by the customer". The customer is the judge of quality customer service, based on the expectations he or she has for the service.

Customer service is considered to be a vital concept with the potential to bridge the gap between the ever-expanding customer demands for flexibility (faster, more customized, more reliable, more choice) and, at the same time, the need to enable the organizations attain market share in form of business growth, increased customer base and the volume of sales. By bridging this gap a sustainable competitive advantage can be achieved. This suggests that customer service is viewed upon as a competitive strategy instrument for both service and product industry. Strategy in this respect refers to all policies and key decisions that significantly affect performance and subsequently the competitive position (in terms of profitability or market share) of a company. (Buzzell and Gale, 2008)

In this respect customer service effectiveness is seen as the relationship between customer service performance and market response. Market response has been measured with indicators like performance levels, attributed importance ratings, customer satisfaction, and attitude; repurchase intention, increase in market share and increase in turnover/margin. As far as the impact of customer service is concerned the focus has been on measuring its importance as a purchasing criterion and its performance on specific elements (e.g. delivery time). (Wouters 2001) Market share reflects how business consumers perceive and consumer products and services offered by an organization. Positioning is one of the key components in the market mix

that enables an organization to attain market share and it goes beyond its image making and thus making a competitive tool. In an attempt to distinguish an organization's market share from its competitors in form of the market segments held by each organization. This requires establishing and maintaining a distinctive place and image in the market in the market before their target clientele. A firm that positions its self favorably within a particular market place relative to its competitors in order to earn high profits irrespective of average profitability within the market all through considering customer care as a priority to attain market share becomes successful at the end of it all. (Mokaya et al 2005)

Currently in Uganda, most of the supermarkets are focusing more on the issue of customer care for the need to become market leaders. This is because customer service has proved to be the life blood of any business. Good customer service is all about bringing customers back to the business and sending them happily enough always to pass on positive feedback to other interested customers who may in turn also try out the product stores themselves.

This therefore implies that customer service is not all about offering product promotions and slashing prices as a means of attracting and retaining their customers because it requires more than that because good customer service is evidenced through listening to business customers, answering their calls in case of any calls for help, making promises and fulfilling them from time to time, training staff in order to blend with the needs and expectations of the business clientele.

1.2. PROBLEM STATEMENT

Customer service is a powerful tool that allows a firm to create an image. In recent years, the super market business has witnessed an increased emphasis on the cultivation of a culture which fosters the role of customer care towards its clientele in relation to market share. A strong customer care practice leads to customer retention which in turn yields market share to the firm.

Shoprite has embraced the employee training culture where most of the employees have been taught to welcome and appreciate business customers from time to time, this is because customers move from one store to another for shopping and this is geared at ensuring a satisfying and convenient shopping experience (Bench Marks,2009). Shoprite which opened its first branch in Uganda in 2000, is worried about blossoming competitors in the industry hence offering consumers the lowest prices and convenient locations of their stores thus having an edge over its competitors but ignoring customer care which has led to low market share (Gwambe and Businge,2012)

Putting into consideration the above, to attain market share from the supermarket business, strategies to enable the firm get there have to be developed, and this can be achieved through the customer care strategies with practices like after sale services, personnel responsiveness among others to save the supermarket from losing its customers.

This study puts in the limelight the effect of customer care in Shoprite Lugogo on its market share within the supermarket industry.

1.3. RESEARCH OBJECTIVES
1.3.1. GENERAL OBJECTIVE
To examine the effect of customer care on the organization's market share

1.3.2. Specific Objectives
I. To examine the relationship between after sales service and organization's market share

II. To assess the relationship of customer research and feedback on the market share of an organization

III. To examine the relationship between personnel responsiveness and the market share of an organization

1.4. Research questions

I.   What is the relationship between after sales services and the organization's market share?

II.   What is the role of personnel responsiveness on the market share of an organization?

III. What is the effect of customer research and feedback on organization's market share?

1.5. SCOPE OF THE STUDY

1.5.1. CONTENT SCOPE

The study will be limited to the effect of customer care on the market share of an organization

1.5.2. GEOGRAPHICAL SCOPE

Shoprite Lugogo Supermarket is a popular shopping centre located in Nakawa division - one of the largest suburbs at Plot 2-8 Lugogo Bypass Road, Kampala the capital of Uganda. This modern complex is the home of Game Stores & Shoprite supermarket one of the largest shopping stores in Uganda.

1.5.3. TIME SCOPE

The study will focus on the operation of Shoprite Lugogo Supermarket for the period 2013-2014. This is due to enable the researcher to access the information concerning the effect of motivation on employee turnover.

1.6. SIGNIFICANCE OF THE STUDY

The study will be of great importance to the following parties:

The study will add on the existing knowledge and literature on customer care on organizational market share is a topic that has been widely studied from the management perspective.

To the researcher, the process of this project will enable the researcher to learn how to improve her research skills for both academic and non academic research

To the future researchers as the findings from the study will be used by future researchers as reference to their work.

To the organization Shoprite Lugogo, since it is meant to stock inventory in order to enable its customers make purchases of the desired commodities, it will help the firm to learn her weak and strong points as regards offering services to the customers of the supermarket.

To the government, the study findings will be used by policy makers to design appropriate policies addressing constraints to achieving high quality services amongst the supermarkets within the country

1.7. JUSTIFICATION OF THE STUDY

The fact that Customer care with the operations of supermarkets is an important aspect for any future improvement of a firm in that industry, more so those in the service industry, little is known about the ideology of Customer care and how it is conducted in relation to how it can help organizations sustain in their business and market share.

Customers have always shifted their purchasing interests from one supermarket to another simply because of the way they are handles at different points. The study is to highlight more onto the need to retain the market segments of a firm more so customer retention which has to be attained through customer care.

The study will therefore aim at filling the gap by providing more information on how firms will use to understand and use of Customer care as a medium of improving their market share all though.

1.8. DEFINITION OF KEY TERMS

Customer care

La Londe and Zinser (1976) define customer care as all those activities that occur at the interface between the customer and the corporation which enhance or facilitate the sale and use of the corporation's products and services. It includes all of the things that a manufacturer does for a customer in moving a product from the end of production to the customer".

The researcher defines customer service as the practice of providing services to customers during and after the purchase of goods and services. Therefore, they can furthermore be seen as activities that are designed to boost the degree of customer satisfaction.

Market share

Market share is defined as the percentage of the market that is held by a firm within the industry which can be measured in terms of; customer base, Volume of sales among others.

Market share is also defined as the percentage of an industry or market's total sales that is earned by a particular company over a specified time period. Market share is calculated by taking the company's sales over the period and dividing it by the total sales of the industry over the same period. This metric is used to give a general idea of the size of a company to its market and its competitors.

1.9. CONCEPTUAL FRAMEWORK

This framework will present a diagrammatic representation of the relationship between customer care on organizational market which it will take on one being the Independent variable and the other the dependent variable respectively.

FIGURE 1: CONCEPTUAL FRAMEWORK. 1

Independent Variable   Dependent Variable

Customer care	**Organizational Market share**
I. Personal responsiveness II. After sales services III. Customer research & feedback	I. Customer referrals II. Repeat purchase III. Customer loyalty

Intervening variables

Policies

Social cultural/ demographics
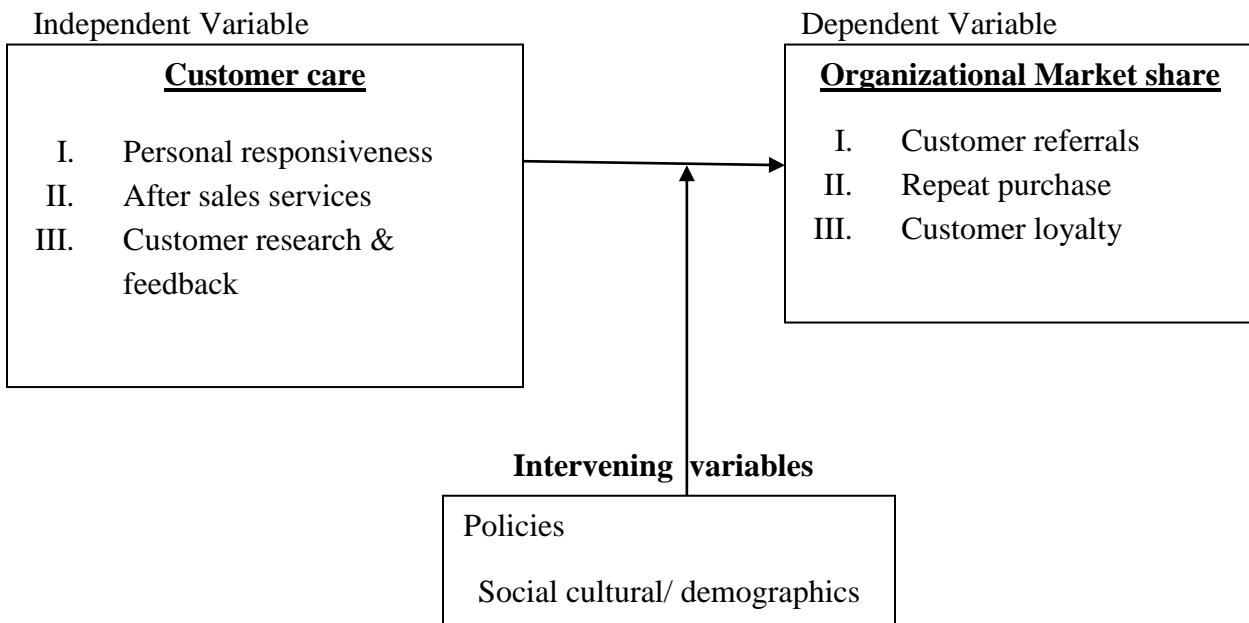
Truth suggests that satisfaction could be the pleasure derived by someone from the consumption of goods or services offered by another person or group of people; or it can be the state of being happy with a situation according to the way services have been offered to an individual. Satisfaction varies from one person to another because of its utility. " it is suggested that one man's meal is another man's poison," an old adage stated describing utility; thus highlighting the fact that it is sometimes very difficult to satisfy everybody or to determine satisfaction among group of individuals and what drives the towards making repeated purchases (Kotler; 2009). For that case therefore, is some of the business customers make repeated sales, it is simply because they are satisfied with the level of customer care therein which is offered in different ways including after sales services, personnel responsiveness among others.

CHAPTER TWO
LITERATURE REVIEW

2.0 INTRODUCTION

Peter Drucker (2001) stated that the sole aim of the business was "to create a customer".

(Kerretts 2012) However, keeping the customer has become regarded as equally, if not more

important. Reichheld (1990) reported that a 5 per cent increase in customer retention generated

an increase in customer net present value of between 25 per cent and 95 per cent across a wide

range of business environments. This finding generated a huge amount of interest and

activity in academic and business communities, as researchers and consultants attempted

to examine and verify these claims.

There is also need to look beyond the ranks of one's competitors today and those that

may become competitors tomorrow and exploit new markets and there the business should

be defined focusing on three dimensions, the customer groups that will be served, the

customer needs that will be met and the technology that will satisfy these needs. (Kerretts 2012)

Strategy is about winning and while there is no dispute regarding the importance of strategy

in business management, there does not appear to be any agreement as to what exactly is

strategy or how exactly the 'winning' is achieved. Indeed, there are as many approaches to

strategy but none are universally accepted Sriramesh (2004).

The chapter will therefore provide literature concerning the study and it will take on various

variables both the independent and dependent variables. The chapter will relate and provide

relevant information on the dimensions of customer care which include; after sales services,

personnel responsiveness, Sales promotion and customer research and feedback and their effect

on the organization's market share.

Customer care

The concept of customer service has been a generic term used by the service industry and academia to describe it as a set of activities in which a firm engages to win and win customers. A simpler definition of customer care is the variable and the rate at which service consumption expands and thus offering the possibility of giving the firm offering services market acceptance (Larissa1994).

Customer service is viewed as a process that takes place between a buyer, a seller, and third party. The customer drives the service process and defines the quality. Previous studies have shown that customer service is an integral and necessary part of the marketing mix, and it offers a significant opportunity for companies to gain advantage in the market place. Higher levels of customer service can create customer loyalty and improve long-term sales and profitability of a supplier. Companies that think about improving customer service should engage in it only if they can expect adequate returns for their attempts and prospects of market share (Heikki 2002).

A business customer is anyone who receives products or services; customers can be internal or external to the organization and are the foundation of any business. As Levitt (1983) so simply stated, "The purpose of business is to find and keep customers and to get existing buyers to continue doing business with you rather than your competitors" (p. 101). Customer service is important in an organization's quest to keep customers. The relative role of customer service, however, can vary widely across industries, organizations and customer segments.

Customer service is the provision of service to customers before, during and after a purchase. It is the Quality of service delivery set by service organizations. Customer service is viewed as a package of measurable activities which provide utility to customers.

Lewis and Booms (1983) defined service quality as a measure of how well the service delivered matches customers' expectations. Customer service may be defined as the degree to which sales people engage in helpful behaviors towards customers.

Customer service is considered to be a vital concept with the potential to bridge the gap between the ever-expanding customer demands for flexibility (faster, more customized, more reliable, more choice)and, at the same time, the need to reduce production and distribution costs. By bridging this gap a sustainable competitive advantage can be achieved. This suggests that customer service is viewed upon as a competitive strategy instrument. Strategy in this respect refers to (Buzzell and Gale, 1987) all policies and key decisions that significantly affect performance and subsequently the competitive position (in terms of profitability or market share) of a company.

2.1. CONCEPTUAL REVIEW

2.0.1 THE EFFECT OF SERVICE QUALITY ON MARKET SHARE OF AN ORGANIZATION

Quality is an important element of value and it is a key strategic asset of companies for applying on the market regardless of whether it is a product or a service. Costumer perception of quality is an important determinant of their purchase choice and the achieved customer satisfaction. Quality can be defined in different ways and from different perspectives. From the customer's perspective, quality is what a customer or a target segment considers being, i.e. the ability of a product or a service to meet or to exceed his expectations (Veljković, 2009, p. 103).

Definitions of service quality hold that this is the result of the comparison that customers make between their expectations about a service and their perception of the way the service has been performed (Lehtinen &Lehtinen, 1982).

Service quality as an indicator of customer care is defined as the degree of discrepancy between customers' normative expectation for service and their perceptions of service performance (Parasuraman et al., 1985). The definition of service quality was further developed as "the overall evaluation of a specific service firm that results from comparing that firm's performance with the customer's general expectations of how firms in that industry should perform (Parasuraman et al., 1988).

As the organization conducts business with its customers, quality concepts such as total quality management (TQM) and new public management (NPM) have been adopted by many organizations in order to improve its customer care. The key objective of NPM, for instance, is to improve the delivery of service quality by taking a customer-oriented approach which is aimed at enabling a firm attains market share (Mwita, 2000).

Wouters 2001 noted that there are three most important procedures employed for achieving customer service objectives are "production flexibility", "complaints handling" and "order processing". Some differences between the two supply chains exist. "Order processing" and "complaints handling "are the two most frequently mentioned procedures in the supermarket business. In the measurement service quality in relation to customer service; "complaints handling" and "order processing" are the most frequently mentioned procedures.

After 1990 the large flow of similar publications decreases. Although customer service elements are investigated after this period more alternative types of customer service definitions are used. In recent papers researchers more and more distinguish two components of customer service. One component is labeled "bottom line or reliability service". It concerns the basic logistic performance regarding "availability", "delivery reliability", "quality of deliveries", etc. The

second component is labeled "responsiveness "and concerns an organization's communicative skills and commercial flexibility. (Wouters 2001)

On the basis of the empirical findings by Wouters concluded that customer service is a relevant customer care selection criterion. There is also some evidence of an impact of customer service performance on market share, turnover and profit (La Londe 1994). However, the evidence is limited, fragmented and sometimes conflicting. Furthermore, most of this evidence applies to (fast moving) consumer goods and mostly in a retail context. Any substantial evidence regarding the order winning potential in a business to business setting is missing.

Quality of the service helps in determining the organizations global delivery system for the product or service, customer satisfaction and quality of service have causal relationship with each other and service quality influence the future purchase behavior. To retain and satisfy consumer to greater extent it is necessary that service quality should be high. Quality of service/product has positive impact on customer satisfaction (Choudhary 2011).

2.0.2 THE ROLE OF CUSTOMER FEEDBACK AND RESEARCH ON THE ORGANIZATION'S MARKET SHARE

Today, various organizations are adopting a customer-centric management strategy through which customer wants and needs drive a company's business processes. Disparate point systems, lacking the capability to analyze captured data in a holistic manner, render valuable information useless because it's hidden and inaccessible which in the long run results into isolated, cumbersome decision-making. As a result, organizations are denied a holistic view of performance and actionable information from consumers, and therefore come up short on effective and efficient customer service across the enterprise. Customer needs can be determined through marketing research, customer interviews, reading customer concerns, or involving customers in the design of services and service deliveries. In order to decide if the service can be

provided at a profit, it is necessary to link value equation to the strategic service vision. Working together with both supplier and customer can increase profitability by expanding margin potential (Heikki 2002).

Feedback plays a crucial role in communication between an organization and its clients. Feedback makes sense and effective for communication because whenever communication or messages are sent, more often these messages are expected to get back to the sender and thus feedback. In the context of service delivering organizations, feedback is a channel where customers can express their needs, perspectives or judgments about organizations' activities and performances. Therefore, feedback allows organizations to assess the effectiveness of their service quality and customers' satisfaction. Feedback may serve more as a consequence than as an antecedent in the control of behavior (Crowell et al., 1988)

Sources of feedback to an organization can be diverse but customers would be the best point of reference and primary source of information needed for feedback because of frequent and direct interactions with service providers. From customers, organizations can learn new and interesting information that can help the organization to improve their service more successful and productive. With feedback collection, the process of improvement of these organizations may take place than those do not acquire any feedback from customers (Voss et al., 2004). Therefore, for organizations seeking to attain market share, it becomes an important factor for organizations to encourage feedback from customers.

Feedback received within organizations can either way be positive or negative. Negative feedback from customers in most cases is a result of customers' dissatisfaction and indicates that organization's service does not meet customer's needs. Positive feedback from customers however confirms the good service quality offered by the organization to the clients that allow

them to reinforce relationship between the two parties. Customer feedback is an often-overlooked factor in explaining the relationship between service quality and customer satisfaction (Voss et al., 2004:212).

With the introduction of the knowledge economy, organizational knowledge, or intellectual capital, this as a tool has become a main source of competitive advantage for many businesses within the same industry. Recent studies with concerns in management have increasingly focused on the concept of social capital (Krause et al., 2007). Researchers have employed categorization of social capital into the structural, relational and cognitive dimensions, and posited their effects on various organizational processes of knowledge management. For example, social capital has been shown to either facilitate or inhibit the processes of knowledge acquisition and knowledge transfer (Collins & Hitt, 2006).

Customer feedback is looked at as data from customers about their perceptions and experiences as clients of an organization. It is typically gathered either directly by companies or outsourced and gathered by market research firms. Feedback can take different forms and can cover a wide range of topics, but is often structured and gathered via surveys conducted by mail, phone, in person or over the web. It is typically focused on aspects of the customer experience believed to be most critical to customer satisfaction and loyalty. (Stewart 2001)

Once gathered, most customer feedback is typically packaged and delivered as a report, often with lots of graphs and charts. Typically they focus on the various attributes of the customer experience or product offering considered most important. These reports are produced after lengthy analysis, number crunching, report formatting, presentation development, etc., and are then disseminated amongst management and discussed. Often they are complex and difficult to interpret. Maybe a plan of action is developed and maybe not. Maybe the plan gets implemented,

assuming budgets are approved, resources allocated, organizations aligned, etc., and maybe not. (Stewart 2001)

Communication or keeping in touch with business clients is the key to providing good customer service. Most organizations think of communication as the ability to speak clearly and to be understood. However, to the larger extent other elements of communication including the ability to listen and the ability to empathize, are equally if not more important in customer service. Good communicators listen first before speaking. (Tucker-McLaughlin, 2000)

Communication as an element binding the business and its clients is neither transmission of message nor message itself. It's therefore the mutual exchange of understanding, originating with the receiver. Communication needs to be an effective tool business because it is the essence of management. The basic functions of management (Planning, Organizing, Staffing, Directing and Controlling) cannot be performed well without effective communication. (Kerretts 2012)

Business communication involves constant flow of information amongst the various stakeholders therein and this implies that feedback is integral part of business communication. Organizations these days are very large and aim for out-competing their competitors from time to time. There are various levels of hierarchy in an organization between the business and its clientele. Communication in this regard plays a very important role in process of winning the will of various business customers towards the organization's business. Immediate feedback can be obtained and misunderstandings from the customers and if any can beavoided. (Kerretts 2012)

There should be effective communication between the business customers and the management in an organization, between organization and society at large. It is essential for success and

growth of an organization and thus attaining market share. Communication gaps should not occur in any organization. (Gronroos, 1994)

Customers are always aiming to get maximum satisfaction from the products or services that they buy. Winning in today's marketplace entails the need to build customer relationship and not just building the products; building customer relationship means delivering superior value over competitors to the target customers (Kotler et al., 2002). Therefore if an organization provides quality services or not will depend on the customers' feedback on the satisfaction they get from consuming the products, since higher levels of quality lead to higher levels of customer satisfaction (Kotler & Keller. 2009)

Employee optimization and voice of the customer analytic technologies, including software for speech analysis, text analysis and enterprise feedback management, employee management, quality monitoring/recording, e-learning/coaching, and performance management within an organization are often implemented to deliver on the promise of organizational performance improvement and compliance, as well as an improved customer service experience. Nonetheless, these technologies traditionally support specific functions, creating a solid platform that forces each part of the customer service value chain to act independently. This is especially true in the departmental stores businesses in which each functional area of service delivery (branch stores, contact center, marketing/customer experience, Web, etc.) is making independent decisions to drive performance, rather than the result of a holistic business strategy.

Many organizations have implemented feedback loops that allow them to capture feedback at the point of experience of the customer. Customer service is a process which has to take into the account of the service to the customer before, during and after purchase of a service or good. Today's customer is looking for value of money to their purchase. Research shows that value

takes into account a huge stake of how the customer is treated in regards to their value purchase of the good or service. Customers have memories which are usually the determinants of their repeat purchases. Chartered Institute of Marketers Journal,(CIM 2004). Customer surveys, which are conducted frequently and consistently, can be an effective way to measure customer satisfaction and customer loyalty. Customers tend to overstate their intent of repurchase in relation to what they actually do later. Over time, organisations that have built a database have determined that the overstatements remain somewhat constant. Therefore, companies are able with reasonable accuracy to estimate future buying purchases of their customers (Heikki 2002).

Proper feedback from customers and changes in products according to the feedback increases satisfaction of the customer and mould the product to customer's requirement consumer become loyal for the brand of the product. Feedback within the organization increases the interaction of organization and consumer; organizations in return get many creative responses through feedback. To make suggestions or complaints for the product, response from the customers is vital for the organization to improve the product or service for customers. Therefore, properly managing customer feedback increase customer satisfaction and thus setting a good pace for an organization's market share (Choudhary 2011).

2.0.3 THE ROLE OF CUSTOMER SATISFACTION ON ORGANIZATION'S MARKET SHARE
Customer satisfaction can be experienced in a variety of situations and connected to both goods and services. It is a highly personal assessment that is greatly affected by customer expectations. Satisfaction also is based on the customer's experience of both contact with the organization and personal outcomes. Some researchers define a satisfied customer within the private sector as "one who receives significant added value" to his/her bottom line.

Researchers have identified a core set of attributes and actions of successful customer service organizations within the market economy. Regardless of whether these organizations provide goods or services, they recognize that satisfied customers are the key to their success and thus a way to a bigger market share. They focus on achieving 100 percent customer satisfaction and embed this priority throughout the organization from top to bottom with a solid framework of policies, practices and information. (Cssp 2007)

As organizations fight for market share, it is important that maintaining high levels of customer satisfaction through continuous monitoring and examining the experiences, opinions, and suggestions of their customers and people who are potential customers. Improving service quality to meet customers' standards is an ongoing part of doing business. In this way, customers drive the market and the organization

The commanding competitive business environment currently bares with it that marketing managers are more influenced from customer expectation and meeting the demand for customer satisfaction is very important for them as they focus at market share. Every organization must define customer satisfaction regarding their market. So customer satisfaction could not be defined only standard or quality of product. Customer satisfaction is about relationships between the customer and product or service and the provider of a product or service. (Cengiz 2010)

Looking at the economy today, knowledge is a resource as well as, increasingly, a product: with tangible goods becoming globally standardized and best practices travelling fast, companies gain competitive advantages through constant innovation, better targeting of market share and additional services. Those strategies cannot be applied to the arm's length type of customer relations. The higher the innovative and service component, the more the

customer becomes part of the organizational market share. Customer satisfaction then constitute an important asset that should be monitored just like physical assets wrestling to gain competitive advantage. (Cengiz 2010)

Ascertaining customer satisfaction is beyond the constitution of happy customers. Measuring customer satisfaction is about profit and competitive advantage a firm might have over others. To achieve long term success in the market, a firm should monitor the customer satisfaction signals regarding product, service and relationship. Measuring customer satisfactions provide comprehensive insight to the customer pre and post purchase behavior. If firms fail to carry out this approach; understanding, improving and developing better customer services could not be possible and thus becoming a problem for an organization to estimate its market share.

THE SERVICE SATISFACTION/MARKET SHARE MODEL

In order to develop a dynamic model from the static framework above, we consider the fact that market share is influenced negatively not only by dissatisfied customers who defect, but also through the impact of their negative word-of-mouth on potential customers. Similarly, market share is influenced positively both by satisfied customers who do not defect and through the impact of their positive word-of-mouth on potential customers. The negative influence diminishes as the firm's market share approaches zero and the positive influence diminishes as the firm's market share approaches 100% (Hill 1998).

2.0.4 THE ROLE OF AFTER-SALES SERVICES ON ORGANIZATION'S MARKET SHARE

Customer care through after sale service is an increasing concept in many organizations that are dependent on customer, satisfaction as their customer are satisfied their productivity increases otherwise they have to lose the market share. The after sale value line includes timely delivery, installation of the product to customer, good warranty terms and time, enhanced service quality, proper feedback from consumer about the whole service, product and work

according to majority recommendations of the consumer. All these after sale value line are considered vital part of after sale service, and through proper usage of this value line organization can increase customer satisfaction and enhance the productivity of the organization and thus enabling it attain market share (Shaharudin et. al,2009).

Within the last few decades, businesses have experienced a growing hand towards a greater global competition, increased market demand and accelerated technological changes within the supermarket industry. The developments are therefore forcing the distribution stores to take a closer look at their marketing channel strategy indicating how to distribute their products and offer after sales service support. Many value-conscious customers are demanding that management within supermarkets offering their operations through customer service shouldn't entirely depend more onto their operations but also focus on product delivery and customer support as a competitive strategy. (Forooz 2006)

Product Delivery: Many organizations provide delivery services to its consumers at their doorsteps; they note the address and deliver the product to consumer's destination. Many researcher and authors discuss delivery of the product to be influential and results in increased sale and productivity. Delivery of the product characterized by two dimensions i.e. speed and reliability (Michael, 2001) and ensuring that right product at right time in right quantity from right source delivered to right person at right price . Organization with no strategic plan for delivery of product or service is similar to that person who starts his/her journey without knowing the final destination (Choudhary 2011).

Product Installation: Installation can be looked at as fixing of a product, installation is the first component of after sale or delivery of the product and is considered to generate more profitable sale. The basic reason for offering installation to consumers is after sale

economies, to take competitive advantage and customer demand which in turn leads to a greater market share (Oliva & kallenberg, 2003). When installation goes wrong then it may cost more to the organization as the customer may go for case and organization may have to pay high amount to the customer or spent a lot on the case (Wetmore, 2004). Installation of the product at customers own destination enhances customer support activities so it further enhance the satisfaction of customer in a sense that within purchasing cost company offer installation services to customer which is beneficial to both customer and organization (Shaharudin et. al., 2009). The basic reason for offering installation to consumers is after sale economies, to take competitive advantage and customer demand (Oliva and kallenberg, 2003). Installation of the product at customer's doorstep, increases customer satisfaction

Product Warranty: A warranty is assumed an obligation for seller selling genuine products; it is therefore a responsibility for seller and a satisfaction for the buyer that the product will run in long term. The main purpose of offering warranty is to show that the product will function and last for a longer time compared to competing products (Choudhary et al; 2011). With a Better warranty terms a customer can attain improved benefit of purchasing cost for repair or technical damage of the product this results in greater sale and profit. Long warranty time is also one of the bundles of satisfaction the consumer (Shaharudin et. al., 2009). Organizations consider brand loyalty is result of customer satisfaction. Therefore, credibility gap can be filled through offering better warranty terms. Valuable warranty terms and time increases satisfaction of customer.

Increasingly, distribution and service support opportunities available for customers from a product or service are key determinants in customer product purchase and thus strengthening customer royalty to the service/ product provider. (Loomba 1996).

Product and distribution issues typically more specific mechanisms for pricing and distributing it to the final consumer. On the other hand, after sales services support issues entail all activities undertaken by service providers including manufacturers, retailers, departmental stores or any other independent service provider among others in order to ensure that a product is available for trouble free use to customers over its useful span, management experts and marketing channel analysts alike agree that distribution and after sales services support functions do increasingly warrant significant attention because they make up for an integral part of the organization's market share. (Loomba 1998)

Herve and Martha also emphasize on after sales services as a strong marketing tool which helps firms to be competitive within the market. They note that since it is proving to be a strong source of competitive advantage that enables firms to remain leaders in a highly competitive market or to create differentiation which enables the market leaders to attack and maintain their positions onto the market share. Using this advantage in the best way especially in a depressed of a highly competitive market, to any organization, the outcomes of an adequate balance between integration and speculation brings about conflicting objectives between the organization and its clients involved in the same service chain.

Today's competitive market has caused many firms more so to the supermarket business to re-evaluate their strategies i.e. differentiating themselves from other. After sales services is one of the elements which help all firms in this matter. Many new breeds of the hi-tech companies are now discovering that they need to differentiate themselves from their rivals in appealing to their customers and that dependence on the use of technology alone will not make them win the loyalty of the willing customers anymore. After sales services support is being credited as one of the competitive differentiators for most parties in the Supermarket industry.   (Forooz 2006)

In spite of all the above advantages pushing distribution stores providing after sales services, there are some other reasons that justify not relying on supplier's services only and having local after sales services. Goffin (1999) states that an important aspect of customer supports are the way to go for distribution stores to get on with their customers using either their own customer support organization or using third parties to offer customer support to them.

In coordinating distribution channels though contractual arrangements, its ideal for stores to deal with retailers who compete not only in terms of price but also important to use non- price factors which include in- store services, after sales services or faster check outs. Therefore, competition among the business in search for market share can become a difficult task. (Lyer, 1998)

With the extended understanding of not seeing the source of return of after sales services necessarily in the preceding sale of products to business clients, the manufacturer's chances in the market for industrial services grow significantly. Within this context, the concept of customer-lifetime-value experiences a significant growth of importance to the management of the offering company. The key strength of the after sales concept is based on observing the smallest market segment – the individual customer – and to be able to make a decision on how to treat this customer. Against this background of ambitioning an efficient allocation of resources, the appropriateness of the customer-lifetime-value for segmenting and according to this defining customer individual offers is again underlined (Bruhn 2002; Keller-Johnson 2003).

However, in order to be able to meet the claim of a market-oriented organization within a company, the strategic implementations, which arise from this, will have to be analyzed first. Starting from the example given above to define strategic business segments the question arises, if it makes sense to see the supply of services as part of the existing strategic business segments.

Reverting to the criteria to express and define an independent strategic business segment and the therefore necessary different market activities, it follows that:

Under the premises of an extended focus of the company, the strategic independence can also be assumed, since the first strategic business segment, the preparation of consumables within the stores, is not touched by the decisions made in the field of after-sales services. This is especially the case, when the after-sales services are services for the products offered by supermarkets, which have not been produced by the company itself.

Secondly, different competitive environment can be found as well, since the supply of after-sales services, independent of the actual main business, is not an innovation there are a group of companies which show a specialization in this area without actually producing physical products themselves but offering the best after sales services to their buyers (Manke 2004).

In a nutshell, the supply of after sale services can therefore be interpreted as creation of an independent strategic business segment and a way of market share acquisition. In this case, the offering companies would have left the strategic direction of perpetuation and chosen a new direction, namely the one of a diversification pending towards becoming market leaders. This strategy always comes along with the creation of a new strategic business segment (Mattmuller 2004)

2.0.5 THE ROLE OF PERSONAL RESPONSIVENESS ON ORGANIZATION'S MARKET SHARE

To majority of organizations, inter-personal communication is an essential part of the day – today business operations. Instant Messaging, or IM, has been growing in popularity for personal and work related communication which involves business customers and the business itself. The low cost of sending a message, combined with the limited awareness provided by current IM systems result in messages often arriving at inconvenient or disruptive times depending on the

complaints of the customers. In a step towards solving this problem, organizations have created statistical models that successfully predict responsiveness to incoming instant messages – simply put: whether the receiver is likely to respond to a message within a certain time period (Daniel & Scott).

Personal response is a type of interaction associate with the use of audios of textual response systems that are put up by an organization to give room to its clients to have interactions with the organization concerning the usage of the purchased products. Personal response is geared towards creating an interactive audience between the presenters of the organization and the customers. These systems of interaction combine both wireless hardware with presentation soft ware and remote audiences which involve the use of telephones, social media i.e. Twitter, Face book, blogs among others; through which various customers get their queries are aired out onto the organization's website. This is done not only to get down back to the organizational clients but also being in position to know the organization's market coverage.

Personal responsiveness involves responding quickly to customer complaints whenever they come up more so when there is a perceived or actual negative experience derived from the usage of the product by the customers who purchase the products. This implies that personal responsiveness involves the ideology of over delivery and rather organization's exceeded promises to its clientele.

Responsiveness requires the respect of customer's needs for information and control in the due process of working hand with them in lieu of market share. Customers often enjoy making them feel like they have an impact on whatever is happening within the organization's business. Therefore, this requires building the organization's business on the knowledge of its product and services. This is ensured through making proper communication channels to promote personal

responsiveness which is built upon core excellent communication skills and successful management of business customers. The communication skills will require personnel skills of active listening and questioning of customers whenever they get back to the company with various complaints.

Personal responsiveness requires a certain degree of etiquette as management responds to its business clients. Just as employees often judge other people by the initial impact they have on them, so they are likely to be judged themselves in the first few moments of interacting with someone.

Some of the tips for making a great first impression with colleagues and business associates does include:

When meeting another person, it is important for employees to extend a confident handshake as they make eye contact with business clients.

It is also important for employees to eliminate trendy words from their vocabulary. Modern colloquialisms may be fine on the home front, however, slang is considered inappropriate in a business environment. Thus, one should avoid a phrase such as "Awesome!" When one means "Great!"

Whenever an employee is representing his/her organization, it is always important to carry materials (such as a computer bag, pens, and notepads) that broadcast a "quality" message. Believe it or not, supporting materials are a definite reflection of the employee's style and the organization's style. These materials possessed by an employee will project an image positive or negative of you and your organization. It really does not matter how hard management tries simply because in business it is hard to simply to please everyone. You could have highly

squadron and an award –winning product, as though employees would have some buyers who just weren't happy.

One of the key etiquette that can be used to make better personal responsiveness requires frontline employees being good listeners as they attend to business clients. Whenever business customers complain about a poor service, the first instinct is always to get defensive and to distribute blame. Most of the time business employees in charge of responding to clients start doing that even before the other customers have finished putting across their argument. When this happens the situation may be misjudged and inappropriate resolutions offered or appear to show insensitivity to the customers' feelings. Instead, there is need to develop patience and be good listeners if there is hope to reach the depth of the problem and address it to the customers' satisfaction (Kiranjit, 2007).

According to Moss & Green (2001) explains that there is also need to pay attention to what is being said by customers, not how it is being said. Even to quarrelsome customer who try to express a concrete complaint but is not able to do so clearly or as calmly. By listening patiently to the customers complaints, is the first step in making them feel worthwhile and helping them to open up more.

Personal responsiveness to service centers requires more of direct contact between frontline employees and the customers who participate in the day to day operations of the company as it helps customers purchase products from time to time. Customer oriented frontline employees deliver better service quality, increase customer satisfaction (Hennig-Thurau 2004) and build stronger, long-lasting relationships with organizational clientele (Bove & Johnson 2000). Customer orientation refers to the individual dedication to improving customer service, and the tendency to exert effort for the benefit of customers (Peccei & Rosenthal 1997).

When defining employee customer orientation, it usually falls into one of two perspectives: one focuses on attitudes and beliefs, and the other focuses on actual behavior (Stock & Hoyer 2005). Using the attitudinal perspective, Brown et al. (2002) defines customer orientation as "an employee's tendency or predisposition to meet customer needs in an on-the-job context." Other researchers also present customer orientation as a belief or value held by an employee concerning the importance of satisfying customer needs (Wieseke et al. 2007).

Training employees in customer care is therefore a critical part of management at most businesses. Even the best qualified or most experienced new hires will need to become accustomed to the practices and expectations of a business. Training is also important for experienced employees to adapt to policy or product changes and improve employee motivation. Understanding some of the objectives of employee training is critical to help develop an effective training program.

2.2 Customer Satisfaction and Customer Loyalty

Customer satisfaction means that the customer's needs are met, product and services are satisfactory, and customers' experience is positive (Heikki 2002). According to the definition, a business customer is satisfied when only minimum has been done for him/her. If a customer is said to be satisfied or happy about a purchase, the customer's overall feeling and experiences must be neutral or positive. Customer satisfaction itself is not an indication that there will be customer retention. A loyal customer is a customer whose expectations are met or exceeded and they proactively refer the supplier (Heikki 2002).

The nature of loyalty has changed over time in society and within organizations; today, it is based on mutually earned loyalty by the continued delivery of superior value to the customer. Customer loyalty can be measured and analyzed to minimize customer turnover and to increase the growth of key accounts. Griffin (1995) defined a loyal customer as a customer who regularly

repeats purchases, purchases across product and service lines, has some level of immunity to competitors, and refers to others.

Kaplan and Norton (1996) propose that managers should have a clear idea of their targeted customers and a specific set of core outcome measurements such as customer satisfaction, retention, and profitability. Customer satisfaction measurements have frequently yielded results suggesting that the relationship between customer satisfaction and customer loyalty is not constant. According to recent research, this link has proven to be the least reliable. Aggressive pricing policies could lure customers away from excellent service providers, which can affect short-term measures (Heikki 2002).

Heikki (2002) further more illustrates that the potential impact of customer satisfaction on profit in the banking industry. Analysis provides an indication of the increase in profit resulting from an improvement in customer satisfaction, where the causality hypothesized in the service management literature exists. More onto this, the relationship among customer satisfaction, customer loyalty, and profitability warrants further research.

The relationship between loyalty and satisfaction has remained equivocal. This may be even truer for services that are delivered over longer periods. Kaplan and Norton (1996) argue that the relationship between service satisfaction and customer loyalty is non-linear.

Oliva et al. (1992) propose that the relationship between service satisfaction and loyalty is nonlinear. However, in cases of high satisfaction levels, a direct relationship with loyalty exists. The writers further explain that customer's behavior lags behind customer satisfaction, which makes it increasingly complicated to model the customer satisfaction-loyalty. They propose that the satisfaction-loyalty relationship can be either linear or non-linear depending on the level of customer involvement.

CHAPTER THREE
RESEARCH METHODOLOGY

3.1 INTRODUCTION

This chapter mentions and describes the methods and processes of how the research will carry out the study. It covers the items of research design, study area, population of the study, sample size, sample selection methods, data analysis techniques and limitations of the study concerning the effect of customer care on organizational market share.

3.2 RESEARCH DESIGN

According to Aker and Day (1990), the descriptive research aims to provide an accurate picture of the market environment and its concerns past the existing relationships and is recommend when searching secondary sources in order to describe aspects of a clearly structured problem. The researcher will therefore use this design to determine answers and findings on questions like; who, when, where and how as he/she seeks to draw the relationship between customer care and organizational market share.

The researcher will also use the explanatory design to establish the casual relationship between the variables (Saunders 2000). i.e. focusing on the cause- effect relationship within the study looking at the variables.

3.3 STUDY POPULATION AND SAMPLE SIZE

The study will be conducted from Shoprite Lugogo on existing management and employees on matters concerning customer care. The population therein is made up of 150 individuals from which the researcher will obtain a sample of 50 respondents according to Krejecie and Morgan's table of sample size determination.

3.4 SAMPLING DESIGN

The research will use convenient sampling design in order to select respondents with specific desired information. Also stratified sampling designs will be used to select respondents from the population with least bias. The strata will include; the Shoprite Lugogo staff directly involved in the day to day operations of the supermarket.

3.5 SOURCES OF DATA

Erickson and Weidershiem (2001), state that, to be in position to understand the research area, empirical data must be collected. There are two types of empirical data that will be collected in the due course of the study which will include both primary and secondary. The primary data will be collected from sources including; respondents from Shoprite Lugogo Staff who will include both the managers and the employees giving the researcher first hand information. The secondary sources will include; reports, text books, and news letters from Shoprite Lugogo.

3.6 TOOLS OF DATA COLLECTION:

Data will be collected using questionnaires which will be given to respondents to fill them as per instructions.

The study will employ 3 instruments in the process of data collection; a questionnaire, interview guide and observation. These three research instruments will be used in order to allow triangulation and collaboration.

3.1.1 QUESTIONNAIRE

The questionnaire will contain both open-ended and closed-ended items which will be administered to the selected 108 respondents to generate qualitative and quantitative data. The researcher's choice of the questionnaire method is because of its convenience, could reach out to many respondents in a short time and can be used to solicit for data from those respondents who can read and write. Questionnaires are instrumental in gathering data on the effect of customer care on an organization's market share.

3.2.2 INTERVIEW GUIDE

The interview guide will be composed of the procedure and questions to be put before the respondents in the logical order. It will be used to elicit qualitative and quantitative data from respondents because this guide has the ability to elicit in-depth information from respondents since it allows probing during the course of the interview. It is very helpful in getting data from those respondents who cannot read and write. The interview guide is equally helpful in soliciting for first hand information regarding the effect of customer care on an organization's market share in Shoprite Lugogo.

3.3.3 OBSERVATION CRITERION / SCHEDULE

The schedule will contain the date, observed item and comment depending on the observer. The researcher will apply natural, participant and non-participant observation when collecting data. Using this instrument, the researcher will physically view the process of operations between the supermarket staff and its customers and identify measures of customer care.

3.2 DATA PROCESSING AND ANALYSIS

Data analysis implies examining, categorizing, tabulating or otherwise recombining the collected data and its main goal of the research will be to treat the evidence fairly, to produce compelling analytic conclusions and rule out alternative interpretations. Therefore, raw data obtained will be edited and then analyzed to produce meaning full information.

3.2.1 EDITING

This will be done to eliminate errors in order to ensure that only correct and vital information is identified and used to draw conclusion.

3.2.2 CODING

Verbal data will be converted into variables and categories of variables using numbers so that data can be entered into a computer for analysis.

3.3 RELIABILITY AND VALIDITY

In pre-testing, the questionnaire will be tried out on selected individuals under situations similar to those of the actual sample that will be used in the study. This will be after discussing them with the supervisor. The purpose of pre-testing the instruments will be to identify deficiencies in the instrument. The questions that appeared vague and therefore interpreted differently by respondents. Pre-testing the instrument will help to enhance the reliability and validity of the instrument.

3.4 ETHICAL CONSIDERATION

The researcher will seek permission from the person responsible by presenting a letter of introduction from Uganda Martyr's University Nkozi (UMU). The respondents will be given sufficient time to respond without being inconvenienced. The researcher will give out more questionnaires than the required number to cater for those that will likely not to be returned or filled properly.

To every questionnaire, a letter explaining the purpose of the study will be attached. The respondents will be assured of anonymity and confidentiality in order to encourage honest responses. The distribution and collection of questionnaires will be conducted by the researcher in person.

4.0 CHAPTER FOUR
PRESENTATION OF RESULTS AND DISCUSSION OF FINDINGS

4.1 INTRODUCTION

This chapter presents the research findings, analysis and interpretation in accordance with the study objectives. The data presented in this chapter is based on an explanatory research carried out amongst the staff of Shoprite Lugogo on customer care and its effect on organizational market share. Out of the sample population of 50 respondents, 42 were able to physically participate within the study were as the remaining 8 totally refused to engage themselves within the study. This made the researcher deal with the study with a response rate of 95.1% from the field. Descriptive statistics have been used to analyze data and frequencies and percentages have been summarized in tables

4.2 BACKGROUND INFORMATION OF THE RESPONDENTS
4.2.1. Gender of the respondents

TABLE 4.1 GENDERS OF RESPONDENTS

Gender	Percentage (%)
Male	38
Female	62
Total	**100**

Source; Field data 2014t

Table 1; represents findings from the field regarding the gender of the respondents where 38% of the respondents were males whereas 62% of the respondents were females. This implied that the customer care activity in the supermarket is highly dominated by women.

4.2.2. Age of the respondents

Focusing more into the issue of age as a characteristic of the respondents rhyming with customer care, it is important to note that age as a factor can also explain the relationship between the perception of customers and what they actually do to get a service. The data on the age of the respondents is presented in the table below;

2 0TABLE4.2 AGE CATEGORY OF THE RESPONDENTS

Age Bracket	Percentage (%)
18-20	19
21-30	67
31-40	9
41-50	5
Total	**100**

Source; Field data 2014

The workforce in charge of customer service according to the information provided by the respondents showed that 67% of them were in between 21-30 years. This implied that these were youths in nature who are within this section of customer care. It is perceived that they offer the best customer care service.

4.2.3. Time spent in the organization

This explained the longevity of staff with the organization serving in various departments. The number of the respondents and their percentages were presented in the table below;

3 0TABLE 4.3: LONGEVITY WITH THE ORGANIZATION.

Longevity	Percentage (%)
Less than one yr	31
1-2 years	50
3-4yrs	19
Over 4 yrs	0
Total	**100**

Source: Field Data 2014

4.2.4. Education level of the respondents

The data presented below was the level of education of the respondents who worked in various

fields in Shoprite lugogo.

4 0TABLE4.4; EDUCATION CATEGORY OF THE RESPONDENTS.

Level	Percentage (%)
A-level	**2**
Certificate	**12**
Diploma	**64**
Degree	**22**
Total	**100**

Source; field data 2014

The data presented in the table above was a representation of the education levels of the staff in

Shoprite Lugogo. 64% of the respondents were diploma holders, 22% of them were degree

holders whereas 12% of the respondents were certificate holders. Most of the respondents were

diploma holders. However this implied that the education category as it represented implied that

they had at least an education background and were in position to handle clients in terms of the

language.

4.2.5. Position held at Shoprite

Data representing the various positions and how they were occupied by the respondents was presented the table below;

1 0TABLE4.5: POSITION CATEGORY OF THE RESPONDENTS.

Position held	Percentage (%)
Supervisor	14
Manager	5
Frontline employee	28
Cashier	29
Customers	24
Total	**100**

Source; Field Data 2014

From the data presented, 28% of the respondents were frontline employees who were also referred to as customer attendant in charge of responding to the needs of the clients. These were followed by cashiers who were responsible for all transactions between the supermarket and the customers. 14% of the respondents were supervisors from various stocks and departments. The 5% of the respondents were managers.

4.1 Independent variables to the study

The study focused on customer care as its independent variable which the researcher used to address both the staff and the customers of the supermarket. It therefore looked at dimensions like after sales services, customer research and feedback and personnel responsiveness. These helped the researcher to come up with questions that respondents answered.

4.1.1 Customer research and feedback

6 0TABLE4.6: CUSTOMER RESEARCH AND FEEDBACK.

	Customer research and Feedback	SD	D	N	A	SA
1	interviews with business clients on the services	11 (26%)	18 (43&)	6 (14%)	5 (12%)	2 (5%)
2	customer complaints and queries are read	4 (9%)	2 (5%)	3 (7%)	15 (36%)	18 (43%)
3	Customers suggestions are put into consideration	7 (17%)	6 (14%)	1 (2%)	18 (43%)	10 (24%)
4	Communication channels are in place	2 (5%)	4 (9%)	0 (0%)	20 (48%)	16 (38%)
5	customers freely interact with management	4 (10%)	7 (17%)	6 (14%)	16 (38%)	13 (21%)
6	Customers questions about certain products are answered	6 (14%)	8 (19%)	3 (7%)	16 (38%)	9 (22%)
7	Customers are allowed to return products in case of any faulty	0 (0%)	2 (5%)	7 (17%)	21 (20%)	12 (28%)

Source; Field Data 2014

From table 6; the customers responded with different levels of agreement and disagreement according to the dimension of after sales services one of the key aspect of customer care. Below is how the customers responded to this;

Interviews with business clients on the services

In relation to this question, business customers were interviewed to present their levels of agreement towards it. 43% and 26% of the respondents agreed and disagreed respectively on this issue whereas 14% were not sure about this. This gave the researcher an insight that the supermarket management rarely interacts with management despite the response rate in line with the statement.

Customer complaints and queries are read

43% and 36% strongly agreed respectively with the statement where as 17% to 14% of the respondents disagreed with the statement. This implied that all the reports made by the customers on the performance of the products bought are read or responded to by management which is a good idea to maintain and attain market share.

According to the above ratings, one can conclude that employee's aspects in provision of customer care at Shoprite are generally good.

Customer's suggestions are put into consideration

From table 6, 48% and 38% of the respondents from the business customers agreed that the customer suggestions are considered by management. This high level of agreement implied that at some point the business clientele is somewhat satisfied with the way their issues are handled by the supermarket's management. This strengthens the business clientele and also makes the business customers feel like they are part of the organization and thus keeping their market position.

Communication channels are in place

Communication channels are meant to be the various medium through which individuals get back to the business as they consume the products. Respondents from the business clients agreed with 38% to 21% I favor of the statement. 14% of the respondents were not sure of their existence where as 27% of the respondents disagreed with the statement. This implied that the supermarket has channels through which customers can get back to them as though some of them need to be educated or sensitized about the.

Customer's questions about certain products are answered

38% and 22% of the respondents agreed that the queries of the clients are answered where as 33% of them disagreed with the statement presented to them. This however implied that the organization has to soften its working conditions in that they need to be tailored around the interests of the business clientele.

4.1.2 After sales services

7 0TABLE4.7: AFTER SALES SERVICES.

	After sales services	SD	D	N	A	SA
1	The Supermarket gives answers to customers about the usage of various products	6 (14%)	4 (9%)	3 (7%)	18 (43%)	11 (27%)
2	Management offers warranty terms and time on purchased products to customers	2 (5%)	4 (9%)	3 (7%)	18 (43%)	15 (36%)
3	The supermarket ensures timely delivery of purchased products to its clients	7 (17%)	8 (19%)	5 (12%)	17 (40%)	5 (12%)
4	The supermarket provides education to its customers on hardware products using manuals	1 (2%)	3 (7%)	3 (7%)	20 (48%)	15 (36%)
5	The supermarket repairs electronic products purchased by customers in case they are returned e.g generators	4 (10%)	7 (17%)	6 (14%)	16 (38%)	13 (21%)
6	The supermarket transports bulk purchases to customers homes	11 (26%)	6 (14%)	2 (5%)	10 (24%)	13 (31%)

Source; Field data 2014

The Supermarket gives answers to customers about the usage of various products

43% of the respondents agreed with the respondents along the 27% who strongly agreed to in line with the statement. The level of disagreement was too low from the response rate presented in table 7. This implied business clients are given a chance to be aware of the product they are to take which is not the case with various stores out there whose intentions are to sell stock. Besides

that, it is always important to have such kind of setting between customers and the business because it simply creates business friendship.

Management offers warranty terms and time on purchased products to customers

The response rate was high from the respondents who agreed in favor of this statement according to those who disagreed. 43% of the respondents agreed in line with along with 36% who strongly agreed with the statement. Issuing warranty on sold products is one way through which customers can be aware of their buyer rights in that within a prescribed period of time, the buyer is given a chance to take back a product in case it gets faulty therein. With the warranty, products are either repaired or exchanged. This also enables the businesses to keep its market share because it plants strength amongst them.

From the above figures, it's wise for one to conclude that customer care at Shoprite is good, a reason as to probably why the supermarket receives many customers frequently

The supermarket ensures timely delivery of purchased products to its clients

For buyers buying in bulk staying within a radius of 3kilometres from the supermarket, they are always given an opportunity to transport their commodities to their premises. The respondents however presented different levels of agreement on this statement. 40% of the respondents agreed with the statement together with the 12% who strongly agreed making it 52% in agreement with the statement. 12% were not sure of the statement where as 36% of the respondents disagreed with the statement. The data presented saw the majority in agreement with the statement although the 36% was also a big percentage concerning the case. This however implied that regardless of the activity, many customers needed to be told about its existence so that they could access it.

The supermarket repairs electronic products purchased by customers in case they are returned e.g generators

59% of the respondents agreed with the existence of the service where they had most of their electronic products repaired in cases where their warranty was still running. 27% disagreed with the matter where as 14% of the respondents un aware or not sure about the statement. This however proved that the supermarket does as much as it can to contain its clientele.

4.1.3 Personnel responsiveness on organizational market share

8 0**TABLE 4. 8 PERSONNEL RESPONSIVENESS.**

	Personnel responsiveness	SD	D	N	A	SA
1	The supermarket has enough staff helping customers to make their purchases	11 (26%)	6 (14%)	2 (5%)	10 (24%)	13 (31%)
2	Front line employees handle and treat customers with care	1 (2%)	3 (7%)	3 (7%)	20 (48%)	15 (36%)
3	The front line employees within the supermarket are aware of the product features and attributes	7 (17%)	8 (19%)	5 (12%)	17 (40%)	5 (12%)
4	The front line employees possess the required communication skills to handle and deal with business customers	2 (5%)	4 (9%)	3 (7%)	18 (43%)	15 (36%)
5	Management responds to customer queries on the conduct of the frontline employees	4 (10%)	7 (17%)	6 (14%)	16 (38%)	13 (21%)
6	Customers have easy access to the management of the supermarket	6 (14%)	4 (9%)	3 (7%)	18 (43%)	11 (27%)

Source: Field data 2014

The supermarket has enough staff helping customers as they make their purchases

55% of the respondents agreed with the statement whereas 40% of the respondents disagreed with the statement as 5% of the respondents were not sure of the statement. However this seemed to be a balanced issue that the researcher thought would be addressed by management because both the satisfied and unsatisfied respondents regarding the matter are all many.

Front line employees handle and treat customers with care

84% of the response rate agreed that the level of customer presented by employees of Shoprite was high towards the customers. This was compared with the 9% of the respondents who disagreed with the statement. However, this implied that the front line employees do their best to win the confidence of their clientele which in turn makes them loyal customers who later create referrals to others on the services offered by the supermarket and thus increasing the organization's market share

This enables us to conclude that customer care at Shoprite is generally good since few of the customers who were interviewed responded poorly about the subject

The front line employees within the supermarket are aware of the product features and attributes

52% of the respondents agreed with the statement and truly acknowledged the work done by those people as far as easing their purchases is concerned where as 36% of the respondents disagreed with the idea. Anyway, as a matter of fact, the biggest percentage which agreed seemed to have enjoyed the customer care service offered to them where as to the rest, it was also necessary for them to maximize it because it exists amongst the employees.

The front line employees possess the required communication skills to handle and deal with business customers

79% of the respondents agreed that the front line employees possessed proper communication skills. This however implied that the line of communication between the supermarket employees and the business clientele was good. The positive effect of proper communication in businesses is that parties tend to understand one another unlike cases where they totally don't understand one another. This implies that transactions are conducted well and that customers do take what they want.

Customers have easy access to the management of the supermarket

As the entire management of the supermarket, this question sought the response concerning whether the management directly helps the customers in case there is need. 70% of the respondents agreed that management directly involves its self to help business customers. This also shows the degree of responsiveness and readiness for management to help business customers. This also creates a link between the customers and the business which helps to maintain its customers and thus market share.

4.2   Organizational market share

During the study, organizational market share was taken on as the dependent variable. This indicated how the supermarket works hard to attain its market share.

9 0TABLE 4.9: ORGANIZATIONAL MARKET SHARE.

	Organizational Market share	**SD**	**D**	**N**	**A**	**SA**
1	Customers refer one another to the supermarket	**11** **(26%)**	**2** **(5%)**	**6** **(14%)**	**5** **(12%)**	**18** **(43&)**
2	The supermarket customer loyalty program has many subscribers	**2** **(5%)**	**4** **(9%)**	**0** **(0%)**	**20** **(48%)**	**16** **(38%)**
3	The business clientele grows from time to time	**7** **(17%)**	**6** **(14%)**	**1** **(2%)**	**18** **(43%)**	**10** **(24%)**
4	Business customers make repeat purchases	**4** **(9%)**	**2** **(5%)**	**3** **(7%)**	**15** **(36%)**	**18** **(43%)**
5	The customers are loyal to the supermarket	**4** **(10%)**	**7** **(17%)**	**6** **(14%)**	**16** **(38%)**	**13** **(21%)**

Source: Field Data 2014

Customers refer one another to the supermarket

55% of the respondents agreed that they referred their friends to the supermarket in order to make purchases there. 31% of the respondents disagreed with the statement whereas 14% or the

respondents were not aware of the idea or not sure. This implied that the supermarket is subjected to having more customers more so from referrals.

One can therefore deduce that the level of customer satisfaction at Shoprite is generally good since a greater number of customers were satisfied and refer one another to the supermarket.

The supermarket customer loyalty program has many subscribers

86% of the respondents agreed that that the loyalty program had many subscribers more so from the business customers. This implied that the supermarket had devised means of holding their clientele. Such programs play a great role towards keeping the market position of and organization.

The business clientele grows from time to time

67% of the respondents were in favor of the statement and agreed that the clientele grows from time to time where as 31% of the respondents disagreed with the statement. This implied that supermarket has prospect of its future basing on the results from the response rate.

CHAPTER FIVE
ANALYSIS OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.0 INTRODUCTION

This chapter discusses the findings of the study, the conclusions and recommendations in relation to the study objectives. The discussion explains the findings of the study in support or in contrast to the literature after which conclusions and recommendations are drawn

5.1 SUMMARY OF FINDINGS

5.1.1 AFTER SALE SERVICES AND ORGANIZATIONAL COMPETITIVENESS

From the previous chapter, the findings showed that after sales services were a strong driver for the organizational competitiveness and thus a way forward to the market share of the supermarket. Respondents agreed in line with practices of warranty issues, repairs and delivery among others. This was seen as a strong point for the supermarket and a key success factor for its road towards its market share.

5.1.2 CUSTOMER RESEARCH AND FEEDBACK AND ORGANIZATIONAL MARKET SHARE

From the data presented in the previous chapter, customer research seemed a strong influence towards the organization's ability. Amongst the statements that were presented to the respondents, respondents presented high levels of agreement in some of them which included; 79% of the response rate on management answering the queries presented by business clients, 67% of the respondents in agreement with considering customer complaints and 86% of the clients agreed with the existence of proper communication channels within the supermarket. This beyond necessary doubt proved that it was necessary towards enabling Shoprite lugogo on its move towards organizational market share.

5.1.3 PERSONNEL RESPONSIVENESS AND ORGANIZATIONAL MARKET SHARE.

Employees of an organization need to pattern along the customers in order to move the organizational activities in a better manner. Personnel responsiveness involved more of the need

for organizational staff to lend a hand towards fulfilling the need of business customers. From the data presented in the previous chapter, it presented that personnel responsiveness is very essential towards securing the market position of an organization.

The data also presented the role of customer care, communication skills amongst employees to the business customers among others which were agreed with by the respondents and this also as a dimension proved to be critical for an organization's chase for market share.

5.2 CONCLUSIONS

Objective 1; revealed that it was necessary to affect the usage of after sales services as a strategy for organizational market share. It comes as strength to enable the super market attain competitive advantage over other big stores within Kampala.

Mattmuller (2004) noted that after sales services can be interpreted as creation of an independent strategic business segment and a way of market share acquisition. In this case, the offering companies would have left the strategic direction of perpetuation and chosen a new direction, namely the one of a diversification pending towards becoming market leaders. This strategy of organizational market share always comes along with the creation of a new strategic business segment amongst business clients

Objective 2; revealed that searching for business customers and ascertaining their feedback was a great strategy towards the organizational market share or the market position; this came up after the respondents presented a positive level of agreement concerning the matter.

Feedback therefore plays a crucial role in communication between an organization and its clients. Feedback makes sense and effective for communication because whenever communication or messages are sent, more often these messages are expected to get back to the sender and thus feedback. In the context of service delivering organizations, feedback is a

channel where customers can express their needs, perspectives or judgments about organizations' activities and performances.

Objective 3; Personnel responsiveness involves responding quickly to customer complaints whenever they come up more so when there is a perceived or actual negative experience derived from the usage of the product or during the actual process when buying their items by the customers who purchase the products. This implies that personnel responsiveness involves the ideology of perfect delivery and rather, organization's exceeded promises to its clientele.

5.3 RECOMMENDATIONS

(i)   Shoprite Lugogo has to improve its customer care systems; within this, the management has to train its employees on how best to handle customers who make purchases within the supermarket. These need to be trained to better their communication skills and personal interface with business clients.

(ii)   Shoprite through its management needs to understand the relationship between service quality, customer satisfaction and purchase behavior amongst its customer segments. This will in turn help the organization set service policies or standards for various segments and help focus retention efforts on the most profitable segments. The notion of focusing service strategies on specific customer segments has a long tradition in marketing research and practice which also greatly contributes to the organization's market share.

(iii)   Other than customer care, Shoprite has to establish other competitive strategies in order to outwit its competitors within the supermarket industry. These might include; extensive advertisement targeting all classes of people, cutting down the prices of

commodities and also selling promotional items from different manufacturers. These practices will put the organization in a better place to compete along its players within the same industry and thus acquiring a sizable market share.

(iv)   There should be active participation approach by both employees and management during decision making as this will create a pool of ideas from which decisions are drawn and consequently help the supermarket overcome the challenges being faced in its implementation process.

5.4 AREAS FOR FURTHER RESEARCH

The study concentrated on the effect of customer care on the market share of an organization in Shoprite. Future research should attempt to widen the scope of the study to cover other areas to ascertain the findings.

Further research should attempt to examine the role of sales promotion on an organization's market share.

Further research should also find out the effect of training and development on employee performance

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