

CUSTOMER LOYALTY AND BRAND FAILURE: AN IMPERATIVE CASE OF FAST FOOD INDUSTRY IN THE WEST AFRICA AFRICAN REGION

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Abstract

Over the past decades, developed countries have had significant input from the fast food industry on the national Gross Domestic Product (GDP) but to the developing countries, this has really been a nightmare. Since majority of the fast food restaurants wounds up few years after setup and are bewildered by short product life cycle. At such a teaming percentage of the country's population loses their jobs and these have really discouraged young entrepreneurs and foreign investor from investing in this promising industry in the West African States. This study examines the relationship between service quality, customer satisfaction, customer loyalty, examined factors that prompt repeat purchase and brand failure in the fast food industry in the West African Region. The study adopted a sample size of 820 consumers from different fast food restaurant which was taken randomly on the basis of convenience sampling across 8 West African Countries which include; Benin, Gambia, Ghana, Guinea, Liberia, Nigeria, Senegal and Sierra Leone. Multiple Regressions were used as the statistical tool. Results obtained from the analysis corroborate that there is a significant impact of service quality on the customer loyalty and brand failure on customer satisfaction. This study showcased how to gain customer loyalty towards a particular brand and the factors that leads to product failure and also made recommendations and suggestions for areas for further studies.

Keywords: Customer Loyalty, Customer Delight, Brand Failure, Service Quality, Fast food industry.

INTRODUCTION

In the recent times, the fast food industry in the West African region has experienced retarded growth despite the huge business opportunity that is yet to be exploited. The industrial landscape has witnessed the influx of unprecedented numbers of fast food operators since the opening of the first fast food outlet in the region. People's feeding is a daily action and necessity for all human survival. Depending on individual's reason for eating at restaurants, individual's loyalty or instinct assesses a multifarious set of attributes ahead of choosing a particular Fast food restaurant (Iwarere & Fakokunde, 2011). The term "fast food" according to (Ariyo, 2005; Raimi and Towobola, 2011). was first recognized by Merriam-Webster dictionary in 1951. It refers to food that can be easily prepared and served very quickly in an outlet to consumers. It can be served directly from oven to table (sit-in) or presented in form of take-out packages or containers (take-away). Common fast food menu found in outlets worldwide apart from drinks include pies, chips, fries, sandwiches, pizzas, noodles, chilis, salads, potatoes, rice, ice-cream, coffee, candies, hamburgers, fish, beef, chicken, turkey, hot dogs etc. Also, various sizes, types and kinds of outfits exist worldwide for the purpose of retailing fast foods. These range from carts, wagons stands, kiosks to restaurants, and modern day fast food retail outlets, better known as Quick Service Restaurants (QSRs). Fast food ventures are food and located everywhere with round the clock services where applied e.g. in convenient shops, drives, filling stations, schools, cashpoints etc.

The importance of these restaurant features and offerings is ultimately evaluated in the customer's mind and leads to purchase decision. Some factors like age, company image and even social divisions amplify these features as the customer makes dining decision (Porter, 2000). The Fast food industry has undoubtedly not been free from either fierce competition or from increasing customer expectations regarding quality. In the highly competitive Fast food industry, large chain operators have a propensity to gain competitive advantage in the course of cost leadership, through standardization and economies of scale, while smaller independent restaurants on the other hand endeavor to gain benefit through differentiation (Porter, 2000).

Whether human live to eat or eat to live, food always plays a fundamental role in the lives of human being. The significance of foodstuff cannot be overstated from the physiological viewpoint; food gives us sustenance; while on the other hand from psychological point of view food is classified as a basic need. Food can also be characterized as a product used to describe self-actualization because individual can quarrel for food as it is of vital importance at individual and group level (Porter, 2000). The operations of this sector are expected to contribute positively towards economic growth and development of the country (Njoku & Kalu, 2015).

THEORETICAL FRAMEWORK

CUSTOMER RELATIONSHIP MANAGEMENT AND CUSTOMER LOYALTY

Customer relationship management is the overall process of building and maintaining profitable customer link by delivering superior customer value and satisfaction. It deals with all aspects of acquiring, keeping and growing customers (Kotler & Armstrong, 2010). In our contemporary society, designing a strategic plan on how to maintain a sound customer relationship have really been a challenge to most organizations most especially the Fast Food industry. The key to building lasting customer relationships is to create superior customer value and satisfaction.

Satisfied Fast Food consumers are more likely to be loyal customers and to give the company a larger share of their business within their market segment and beyond as the case may be.

Attracting and retaining customers in the Fast Food industry in West African Region is a difficult task. Customers often face a bewildering array of products and services from which to choose. A customer buys from firm that offers the highest customer-perceived value; the customer's evaluation of the difference between all the benefits and all the costs of a market offering relative to those of competing offers. Customers often do not judge values and costs "accurately" or "objectively". They act on perceived value. For instance, in Nigeria, Kentucky Fried Chicken (KFC), meat-pie is sold for ₦250, do KFC meat-pie really provide superior quality and that perfect taste and utility? If so, are they worth the higher price? It's all a matter of personal value perceptions but for many Fast Food consumers, the answer is yes. Another set of consumers' notes that, for them, KFC meat-pie gives their expected satisfaction and they always go for it, making the price irrelevant.

Customer satisfaction is a function of the product's perceived performance relative to a buyer's expectations. If the product's performances fall short of expectations, the customer is dissatisfied. If performance exceeds expectations, the customer is highly satisfied or delighted. Successful Fast Food restaurants are the ones that go out of their way to keep numerous customers satisfied. Most studies show that higher levels of customer satisfaction lead to greater customer loyalty, which in turn results in better company performance. Smart companies aim to delight customers by promising only what they can deliver, then delivering more than they promised. Delighted customers not only make repeat purchases, they become willing marketing partners and "customer evangelists" who spread the word about their good experiences to others (Kotler & Keller, 2009). For companies interested in delighting customers, exceptional value and service are more than a set of policies or actions – they are a companywide attitude, an important part of the overall company culture.

CUSTOMER LOYALTY STRATEGIES IN THE FAST-FOOD INDUSTRY

Firms in the industry can build customer loyalty at many levels, depending on the nature of the target market (Blackwell, *et al*, 2006). A company with low-margin customers may seek to develop basic relationships with them. In our contemporary society, leading Fast Food restaurants like McDonalds, Genesis, KFC, Tantalizers, Barcelos, Chicken Licken, UAC, New Livingstones, Shawarma Shop, Escala de la Diaspora, Four Season, Broadway, MacDomaro Pizza, Chicken Republic, Sweet Sensation, Sonic and so on are developing customer loyalty and retention programs. Beyond offering consistently high value and satisfaction, firms use specific marketing tools to develop stronger bonds with consumers. For instance, McDonalds offer frequent marketing programs that rewards customers who buy frequently or in large amounts.

Customer loyalty can also be achieved through sponsoring club marketing programs that offer members special benefits and creates members communities (Kotler, *et al*, 2008). For instance, most leaders in the Fast Food industry offer 10% discount on every purchase from its club members and this goes a long way persuading the members to be loyal to their brand and also encourages other customers to join the customer club thereby retaining their patronage. For instance, Crunchise Fried Chicken & Tantalizers eatery offer 10% discount on its club member purchases and these have really gone a long way in promoting the number of their loyal customers and retention thereof and also helped in making them market leaders in the market segments.

Firms can strategically build up customer loyalty in the industry by adding structural ties as well as financial and social benefit and also satisfying the customers beyond their expectation, thereby achieving customer delight (Porter, 2000).

GROWING SHARE OF CUSTOMER AND BUILDING CUSTOMER EQUITY IN THE FAST FOOD INDUSTRY

Beyond simply retaining good customers to capture customer lifetime value, good customer relationship management can help marketers to increase their share of customers (Kurtz, 2008). This entails the share they get of the customer's purchasing in their product category. Thus, restaurants want to get more "share of stomach", while banks want to increase "share of wallet". To achieve this, firms can offer greater variety to current customers or they can create a program to cross-sell and up-sell on order to market more products and services to existing customers.

We can now see the importance of not just acquiring customers, but of keeping and growing them as well. Pepper & Rogers (2005), opine that "the only value your company will ever create is the value that comes from customers – the ones you have now and the ones you will have in the future. Without customers, you do not have a business. Customer equity is the total combined customer lifetime value of all of the company's current and potential customers. The more loyal the firm's profitable customers, the higher the firm's customer equity. Customer equity may be a better measure of a firm's performance than current sales or market share in the sense that sales and market share reflect the past, customer equity suggests the future. To that effect, it can be evidently seen that customer relationship management takes a long-term view. Companies want not only to create profitable customers, but to "win" them for life, earn a greater share of their purchases, and capture their customer lifetime value (Kotler and Keller, 2008; Kotler & Armstrong, 2010).

FAST FOOD BRAND EQUITY AND BRAND FAILURE

As individuals, we often like to say that our strongest asset is our reputation. The same is true of organizations. A brand can go a long way towards making or breaking a company's reputation. A strong brand identity backed by superior quality offers important strategic advantages for a Fast Food restaurant (Keller, 2008). First, it increases the likelihood that consumers will recognize the firm's product or product line when they make purchase decision. Second, a strong brand identity can contribute to buyers' perception of product quality. Branding can also reinforce customer loyalty and repeat purchases. A consumer who tries a brand and likes it will probably look for that brand on future restaurant visits. All these benefits contribute to a valuable form of competitive advantage called brand equity. Brand equity refers to the added value that a certain brand name gives to a product in the marketplace (Kurtz, 2008). Brands with high equity confer financial advantages on a firm because they often command comparatively large market shares and consumers may pay little attention to differences in price. Scholarly studies have over the years linked brand equity to high profits and stock returns, and also linked poor Return on Investment (ROI) and high loss of brand failure. Brand failure has to do with inability of a particular brand to capture the targeted marketing segment to at least break-even and to ensure a considerable Marketing Return on Investment. Over the years, this has hampered the operations of the Fast-Food industry in West Africa, in the sense that most established brands in the industry within few months or years of introduction exhausts its life cycle despite with the firm not being able to recoup their investment capital. For instance, in Ghana and Nigeria like every other country in the West African region, once a brand is introduced, it performs very strong in the market within the first 3 months and immediately starts declining. This has really

discouraged investors from venturing into this industry and the firms when they could no longer meet up with its financial obligations cut down their staff strength or wound-up totally as the case might be thereby increasing the rate of unemployment within the region. Young entrepreneurs are also not being encouraged to explore this industry that is filled with opportunities. Firms need to explore every possible strategy to position their brands clearly in target customer's minds.

OVERVIEW OF THE FAST FOOD INDUSTRY

The food industry in the recent years has experienced a tremendous change which is in line with rapid technological modifications, as such, customers have become more demanding due to sufficient knowledge and information they have about the different global brands and these have forced marketers towards the Implementation of effective and efficient marketing strategies to get the competitive advantage and better understand the needs and wants of the customers (Andrew, 2010). Numerous fast food restaurants are now paying attention on studying, assessing and implementing the marketing strategies with the aim of gaining maximum market share of their market segments and improving customer loyalty to improve their rate of Return on Investment (ROI). Customer satisfaction, contentment, loyalty, branding, quality and excellence are global matters that influence all organizations (Anyanwu, 2003).

Customer satisfaction is vital to the restaurant management because it is normally assumed to be a noteworthy determinant of replicate sales, customer loyalty and affirmative word of mouth. The more pleased the customer is the larger is the retention rate (Kurtz, 2008). The impact of customer satisfaction on customer retention is momentous and positive. The psychology of customer is that if there is no defect in the overall dining service, he considers the quality of food good enough. Quality is all about eliminating internal and external challenges that could lead to brand failures. Internal failure means all shortcomings are eliminated before the product leaves from the factory and external failures means the defects customer find after the usage of product which are eliminated after receiving feedback from them.

EMPIRICAL REVIEW

Earlier researches on quality mainly centered tangible goods, while complicated services were ignored. Products quality was conventionally correlated to the technical stipulation of products, with the most description of quality coming up from the manufacturing goods sector where excellence and quality control has come up from awareness and research (Raajpoot, 2002).

Quantifying service quality is a difficult task because the idea of service quality is intrinsically insubstantial in nature and complicated to define (Kincaid & Busser, 2009). The concept of service quality comprises the tangible and intangible fundamentals that are most essential to consumers. Service quality has been related to customer satisfaction, contentment and loyalty as well as the business performance, success and profitability (Hunts & Morgan, 1995).

Branding and its orientation have a significant impact on the contemporary act of consumption in restaurants. Undeniably, the previous century can be considered as the century of brands in marketing (Keller, 2008). Edifice brands have become a key focus of restaurant managers. Furthermore, restaurant managers are relating brand management theories and practices to restaurant management, and lots of restaurants are redesigning their business missions to imitate

branding orientation rather than going for product orientation. There is also an influence of brand recall on consumer's intention in choosing a restaurant for dining due to different discount offers through different mediums of advertising that mostly include below the line activities that make restaurant diminish the perceived risk of paying more for food (Solomon, 2002).

Researchers have acknowledged customer satisfaction, service quality and the loyalty to be equally important for marketers, because they are responsible for determining dining satisfaction (Kaplan & Norton, 2001). Customer satisfaction and the quality of food also have long been acknowledged as essential functions for success and endurance in competitive marketplace that have been connected to consumer purchase behavior, loyalty, and their willingness to spread positive word of mouth, recommendation, and compliments (Olsen, 2002).

Purchase behavior of customers in restaurants can be pretentious in different ways. Researchers consider ambiance as an attention-building medium that can make restaurant attractive. The center of attention is based on the collective possessions of clues based on design, sound, motion, and color. Customers are delimited by true rock and roll memorabilia (Supphellen, 2000). As a meaning generating medium, the environment gives discriminative motivation to buyers that facilitate them in identifying restaurant's divergences as a source for selecting that restaurant. For instance, snowy white linen table clothes, the soft lighting, and crystal chandeliers of a chic restaurant communicates the level of service and the kind of food offered to customers that create a fine-dining experience (Palmer & Neill, 2003).

Customers frequently act as detectives as they investigate for information and standardize their opinions in mind regarding the resultant service (Kincaid, Seyhmus, Mao & Busser, 2009). For example, the whole thing about the dining attributes of a restaurant or café starts from the dining table which communicates to the potential customer the practical sign of service excellence (Raajpoot, 2002). Factors such as surface, texture, smell, color, and sound in restaurant that persuades the purchase likelihood is known as the mechanical clues (Eileen & Berry, 2007). Food and drink quality is also an imperative dining attributes and restaurant management should ensure that quality food and drink is provided to the customers (Reece, 1999). This increases the restaurant business revenue as well the word of mouth publicity (Almanza & Jaffe, 1994).

The study of quality, price and product attribute shows that there is a strong association between a product attributes and the quality perceptions of the customers (Lasser & Winsor, 2000). The research also highlighted that customers who pay for high quality foodstuffs also had a low acceptance for deviations from predictable quality. From the fast food restaurant perspective, this entails that customers who want superior dining quality are more sensitive to quality fluctuations and possibly are less price sensitive i.e. for setting higher price, marketing strategies must be implemented in such a way that enhances the quality, image of the restaurant, ambiance and service (Raajpoot, 2002).

One of the factors for customer loyalty was found to be product's higher volume rate which refers to the repeat purchase of the particular item and quality preferred (Jochen, Anna & Rachel, 2000). Tangible quality has a bigger circumlocutory effect than the straight effect from a

theoretical point of view; affect acts as a fractional mediator and facilitates the association among tangible quality and consumer buyer behavior (Lasser & Winsor, 2000).

One more factor for the customer loyalty which really brings customers back is that the customer likes to have a positive attitude of employee throughout dining as a support for the disputation that employee approach is strongly linked with customer satisfaction. Ease and the location of the restaurant is also considered as one of the most important factors that influence customers to select that particular restaurant which satisfy their needs and wants regarding quality of the food, restaurant environment and is easily accessible. The convenience of location includes the parking space and seating availability in the restaurant (Porter, 2000).

Customer satisfaction and customer retention are elementary factors when business and marketing strategies are put together in an organization (Reece, 1999). Normally used indicators of customer satisfaction comprise repeat customer purchase, brand loyalty and reliability and word of mouth recommendation (Lowenstein, 1995). Customer always feel admire and important if they get the best service and respect from the overall management of the restaurant specially from the behavior of the front line staff that increases the comfort level of customers and at the same time makes them brand loyal to that particular restaurant (Reece, 1999). In case of large restaurants franchise group, positioning might be important while the performance of anyone of the outlet can impinge on the reputation of the whole network (Parsa and Kwansa, 2001).

Businesses like restaurants are considered as low credibility service providers and this is one of the reasons that quality of the services are complicated to prove until consumers visit the restaurant. Further, the service quality that customers come across may be dissimilar at different times they visited that particular restaurant, thus upsetting their retention intentions (Kaplan & Norton, 2001). A recent study divulges that customer satisfaction is a better predictor of customer purchase intention as compared to service quality. Increasing trend in retention is always due to service quality which is provided by the management to the customers and at the same time customer should be satisfied. Any of the factor missing may cause the decrease in loyalty of the customer towards that particular restaurant and customers are unwilling to re-visit for dining to the same restaurant (Palmer, 2002).

Each restaurant has its own strategies to get the competitive edge in the market. Supporting a firm's competitive benefit and enduring productivity and profitability possibly better relies on the incorporation of customer satisfaction into the service organization's strategies and operations that helps the restaurant management to look their positions in the long run completion in industry (Olsen, 2002).

In countries like Germany, there is a system of grade cards that explain the quality differentiation in restaurants. It gives customers an idea about an individual restaurant that whether it has high-quality hygiene, and gives confidence to customers to go to restaurants they want. This may perhaps encourage competition among restaurants, by making customers not incarcerated to any particular restaurants by providing lesser prices, and improved food quality with ideal hygiene and sanitation conditions (Johnson & Champaner, 2004).

STATEMENT OF THE PROBLEM

Globalization and rapid technological changes have really impacted positively on consumer taste and expectations and as a result of that, fast food consumers strive to get the best from various brands available in the market and would not hesitate to switch brands once their quality and satisfaction expectations are not met by a particular product and service brand. These have made most fast food brands to be force out of the competitive marketing environment. Since they could not justify their main purpose of existence, which is customer satisfaction. And by so doing most people have lost their jobs thereby increasing the rate of unemployment in the country, because of the rate at which fast food restaurants wound up in Nigeria. Also foreign direct investment in the industry is being discouraged by this occurrence and fresh entrepreneurs do not see any reason to venture into this promising industry since its rate of Return on Investment (ROI) is very poor. Their products exhaust their life cycle within a very short time, despite the huge capital outlay which is involved in establishing a standard fast food restaurant. Very few firms in the industry have been able to manage their product life cycle strategically and in an effective manner. Hence, the present study is being undertaken with the objective of determining the key factors that influence customer loyalty in the industry as this will enhance the operations of the industry, thereby attracting Foreign Direct Investment (FDI).

OBJECTIVES OF THE STUDY

The overall objective of this study was to determine the key factors that influence customer loyalty to a particular fast food brand. Specifically, the objectives were to;

- i. Determine the relationship between Service quality, customer satisfaction customer loyalty and brand failure.
- ii. Ascertain factors that prompt customers to decide to revisit (Repeat purchase) the restaurant and what factors influence customers to return to restaurants again.
- iii. Ascertain the major causes of fast food failure in West African Region.

RESEARCH QUESTIONS

The following research questions were explored in order to provide answers to the issues raised in the study.

- i. What is the relationship between Service quality, customer satisfaction customer loyalty and brand failure?
- ii. What factors persuade consumers to become loyal to a particular fast food brand?
- iii. What are the major causes of fast food restaurant failures in your country?

RESEARCH HYPOTHESIS

The following null Hypothesis were tested in this study;

H₀₁: Service quality has no significant effect on customer loyalty.

H₀₂: Customer Satisfaction has no significant effect customer repeat purchase decisions

H₀₃: Customer loyalty and Brand failure has no effect on fast food failure in West African Region.

SIGNIFICANCE OF THE STUDY

The fast food industry most especially the ones in Nigeria and in the Sub-Saharan African region used as the case in this study will find the recommendations made in this study as a guiding strategy, as the applicability of the recommendations will yield optimum result to the industry under study and others too. This study, no doubt, shall inform and direct marketing companies and prospective investors in making various kinds of decisions on strategic product position and marketing in general. The larger society would learn that the economic and social justification of an organization's existence is centered on delivering value and satisfaction to the customer at a profit. Researchers would also benefit from the study, as it will enrich the theoretical knowledge of the research in customer loyalty and brand failure in relation to fast food industry. With this study, another source of secondary data has been added to the existing ones for those interested in carry out further study in this area and also suggestion of areas of further study based on related aspect of the present work will be identified and given at the end of the study.

3. Methodology

The constructed instrument was pre-tested, with 80 to 82 sample questionnaire which were get filled, to know if there is any problem with the instrument and that questions are simple and easy to understand. Through pre-testing it was found that all respondents were comfortable in responding and that the instrument drew their attention. Sample size of 820 fast restaurants was taken on the basis of their service quality expectations, customer satisfaction and customer's loyalty level, product performance and failure. The sampling technique employed in this study was convenience sampling method and the total respondents were 820 respondents were those customers who were seated in fast food restaurants operating in the selected West African Region (Benin: 100, Gambia: 100, Ghana: 100, Guinea: 100, Liberia: 100, Nigeria: 120, Senegal: 100 and Sierra Leone: 100 respondents). Multiple linear regressions were used to test the hypotheses and reliability. Cronbach's Alpha was used to check the consistency of data. For this study, the value of Cronbach's Alpha was 0.943 which indicates that the data is consistent (Osuala, 2004).

4. Results and Findings

Table 1

Model summary

Model Summary^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.544 ^a	.298	.274	.54999

a. Predictors: (constants), Quality, Reliability, Tangible, Assurance, Responsiveness

b. Dependent Variable: Loyalty

Table 2
ANOVA

ANOVA^b

Model	Sum of Squares	df	Mean Square	f	Sig.
1 Regression	20.078	5	4.044	13.245	.000 ^a
Residual	47.794	159	.304		
Total	67.872	164			

a. Independent Variables: Quality, Reliability, Tangible, Assurance, Responsiveness

b. Dependent Variable: Loyalty

Table 3
Coefficients

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	.892	.339		2.639	.009		
Tangible	.247	.078	.279	3.184	.003	.880	1.139
Reliability	.254	.084	.227	3.075	.004	.831	1.210
Responsiveness	-.218	.087	-.199	-2.581	.013	.758	1.327
Assurance	.381	.088	.321	4.292	.000	.812	1.238
Quality	.149	.072	.161	2.143	.035	.819	1.225

a. Dependent Variable: Loyalty

The model summary explains the applied model. The R square value is 29.8 % which means 29.8 % variation in customer retention is explained by the model.

The ANOVA table significant value is less than 0.05 that is 0.000. It means that the above mentioned model of multiple regressions is appropriate to apply on the data set and is better than guessing the mean.

The coefficient table explains the relationship of the assessment of service quality with respect to the customer retention. The service quality was measured through the SERV QUAL model. It can be seen in the table that all factors of SERV QUAL that has significant value of less than 0.05 which means that there is significant effect of assessment of service quality on the customer retention and these variables contribute much to the model, therefore null hypothesis is not rejected. The beta values of each variable show per unit change in retention by per unit change in predictor. Standard error determines whether or not these beta values of the variables significantly differ from zero and to what degree beta values of predictors vary across other sample. Standardized Coefficients determine the relative importance of predictors. The larger absolute standardized coefficient values contribute more to the model. T and p values indicate the significance of the predictors. P-Values less than 0.05 show significance of the variable.

Accuracy and Assessment of Model

The adjusted R square value gives us a fair idea about generalization of this model to other sample. In this research the gap between R square and adjusted R square is just 2.4% which means the model fit the observe data well.

No Perfect Multi Collinearity

All variables tolerance values greater than 0.5 shows that there is no strong linear relationship among independent variables. The tolerance is basically the percentage of the variance in a given predictor that cannot be explained by the other predictors. Thus, the large tolerances show 12%-18% of the variance in a given predictor. When the tolerances are close to 0, there is high multi-collinearity and the standard error of the regression coefficients gets inflated. Variation inflation factor (VIF) in another way of identifying multi-collinearity which is reciprocal of tolerance ($1/\text{tolerance}$) whose values must be less than 2 to confidently conclude that there are no issues of multi-collinearity in this model.

Normality

Residual of the model must be random and follow normal distribution. To check this assumption, Probability plots (pp plots) and KOLMOGOROV-SMIRNOV, SHAPIRO-WILK normality tests were used. Probability plots are generally used to determine whether the distribution of the variable follows normal distribution. KOLMOGOROVSMIRNOV and the SHAPIRO-WILK test significantly test whether the null hypothesis of those residuals follow normal distribution. Both normality test p values greater than 0.05 shows that residual follow normal distribution.

CONCLUSION

In a nutshell, and from the analysis so far, brand failure in the fast food industry is linked to inconsistency in service delivery, poorly trained employees, great technical dilemma, poor marketing insight and strategy, poor management of the product life cycle, inability to separate ownership from management, environmental design, poor management team and myopic organizational goals and vision.

In our today's contemporary society and global world, the base line of a firm's promotion and marketing strategies, tactics and procedure is to make profits and add to the growth of the company. Customer satisfaction, brand positioning, contentment, quality of the service, excellence and loyalty are the global matters which influence all organizations. This includes all type of organizations whether large or small, global or local profit or non-profit service providers.

In the fast food industry, the intangible natures of services sometimes make it difficult for the restaurant managers, workforce and customers to calculate and measure, assess or confirm service productivity and service quality. The various benefits of the elevated quality service are both for the management of restaurants and its customers.

A fast food restaurant service also constitutes a route to performance improvement in which customers are involved. This happens due to the interaction of the consumers with the service surroundings and personnel throughout the utilization experience and therefore understanding consumers' sentimental response becomes vital in replicating satisfaction in the service locale. This study indicates that the affective processes throughout the consumption phase might play a straight, unmediated role in determining customer loyalty.

Service quality goes a long to determine whether the customer will become loyal or not. So firms in the region under study have not really put in place the necessary measures and tools to maintain consistent service and product quality and as such are forced out of the competitive marketing environment by few companies who uses service consistency mechanism to position themselves strategically in the market place.

The fast-food industry was identified as a low-cost, high-turnover industry with strong competitive rivalry. Thus; to survive in such a rivalry competitive market, firms should engage the services of professional marketing personnel's who will design strategic plans and action that will help position the company and its product and services strategically in their market segment and beyond.

RECOMMENDATIONS

Customer satisfaction at a profit is the main purpose of the firm existence and as such investors should strive to design, implement and control tools and measures that will ensure the actualization of this objective.

Investors are encouraged to exploit the untapped 90% of business opportunity which exist in the West African Region. It was ascertained that only 10% of the fast food industry market potentials have been fully harnessed.

Customer loyalty is the key element for the planning marketing activities in view of the fact that satisfaction does sway customer's loyalty and repeat purchase to the restaurant. Therefore, Marketing and Management team are supposed to look into the issues that would have an effect on customer satisfaction and customer delight. Besides, as customer prospect are altering over

time, it is advised to determine the customer satisfaction and expectation on regular basis and grip complaints timely and effectively.

An efficient customer care operations should be integrated into the operations of the fast food industry in the region as customers are very sensitive and tend to switch brands if their complaints are not handled properly.

The Fast food environment should be hygienic and spacious. It should have a sizeable parking space and security because customers tend to be loyal to fast food restaurants that provide them with a secured and sizeable parking space.

The Management of the fast food should be able to study and understand their current and potential customer as this will help them in delighting them which in turn make them to be loyal.

Promotional activities should be introduced from time to time, as consumers of fast food products and services tend to increase their purchases during promotion periods.

Quality should be the watch world for every market offering in the region and unnecessary price adjustment should be avoided and quality should be consistent since it is capable of driving the customers away.

The management should mechanize their operations as this will drastically reduce their production cost and also improve product and service quality, thereby effectively managing their product life cycle.

Finally, after setup the inventor should be able to spate the management from his or her family if they are not the ones that are directly running the business as their input could always be felt at the board meeting. The management team entrusted to pioneer the business should be given an enabling environment to perform their duties without fear or favor.

SUGGESTION FOR FURTHER STUDIES

From the study and the analysis so far, the study made various suggestion of areas for further studies and they are as follows;

1. Management and employee performance on fast food profitability trend in the region.
2. Supply Chain Optimization and Marketing operational efficiency on the hospitality industry performance.
3. Service quality Management and sustainable growth in the industry.

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