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in the UK: A case study of Primark**

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# **An analysis of customer retention strategies in e-commerce fashion business in the UK: A case study of Primark**

By

John Ologunbe

## **Abstract**

This study provides a comprehensive analysis of customer retention strategies in the e-commerce fashion business in the United Kingdom, focusing on a case study of Primark. With the increasing trend of online shopping, customer retention has become a critical factor for the success of e-commerce businesses. The research will examine various customer retention strategies implemented by Primark; a prominent fashion retailer known for its low-cost clothing. By analyzing the company's practices, the study will uncover the factors influencing customer loyalty and retention in the highly competitive e-commerce fashion industry. Additionally, the research will investigate the effectiveness of Primark's customer retention strategies and identify areas for improvement. The findings will contribute to a better understanding of successful customer retention strategies in the e-commerce fashion sector and provide valuable insights for other businesses operating in a similar market. The paper also investigates the impact of these strategies on the company's overall performance and customer satisfaction levels.

The study utilizes both quantitative data and observation methods to collect and analyze data from various sources such as literatures, surveys, and financial records. The findings of the research offer valuable insights to e-commerce fashion businesses in the UK on successful customer retention strategies. These findings can particularly be beneficial for those aiming to improve customer loyalty and sustain long-term profitability in the highly competitive fashion industry.

The research aim of this thesis is anchored on the analysis of Primark's customer retention strategies in e-commerce fashion business in the UK, and the need to validate the following research hypothesis:

Hypothesis 1: Higher levels of customer satisfaction with Primark's online shopping experience result in increased customer loyalty and retention in the e-commerce fashion sector in the UK.

Hypothesis 2: Primark's implementation of personalized product recommendations and targeted marketing campaigns positively influences customer retention rates in the e-commerce fashion business in the UK.

Hypothesis 3: The utilization of data analytics and technology-driven strategies by Primark leads to improved customer retention rates compared to traditional methods in the e-commerce fashion industry in the UK.

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## **List of Abbreviations**

Virtual Reality (VR)

Augmented Reality (AR)

Artificial Intelligence (AI)

Customer Lifetime Value (CLV)

Key Performance Indicators (KPIs)

Customer Relationship Management (CRM)

Customer Lifetime Value (CLV)

Technology Acceptance Model (TAM)

Expectation-Confirmation Model (ECM)

Natural Language Processing (NLP)

Latent Dirichlet Allocation (LDA)

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## CHAPTER ONE:

### INTRODUCTION

#### {1.1} Background

In recent years, the e-commerce fashion industry has experienced significant growth and has become highly competitive in the UK market. Companies operating in this sector have realized the importance of customer retention strategies to maintain a loyal customer base and improve their overall profitability. Customer retention refers to the ability of an organization to retain its existing customers over a specific period of time (Kumar & Shah, 2004). This is crucial in the e-commerce fashion industry where attracting new customers can be costly and challenging. Primark is one of the leading fashion retailers in the UK, known for its affordable prices and trendy clothing and accessories. Despite its popularity and success, Primark faces the challenge of retaining customers in the rapidly changing and highly competitive e-commerce fashion landscape. Therefore, analyzing Primark's customer retention strategies is essential to understand how the company maintains a loyal customer base amidst fierce competition. Personalization and customization have been recognized as effective strategies for enhancing customer retention in the e-commerce fashion business. According to a study by (Verhoef et al, 2017), personalizing the online experience by providing tailored product recommendations and personalized emails can significantly impact customer retention. Customer relationship management (CRM) plays a crucial role in retaining customers in the e-commerce fashion industry. A study by (Gummerus et al, 2017) highlighted the significance of managing customer complaints and feedback to maintain customer satisfaction and loyalty. Primark may emphasize effective CRM strategies such as active communication, prompt response to queries, and resolution of customer issues to enhance customer retention. Loyalty programs and incentives have been widely employed in the e-commerce fashion industry to encourage repeat purchases and foster customer loyalty. Research by (Lewis, 2004) stressed the importance of loyalty points, exclusive discounts, and referral programs as effective strategies for customer retention. Primark can establish and optimize loyalty programs to reward their customers, thereby increasing loyalty and subsequent repurchase intentions. Customer retention metrics provide insights into the effectiveness of customer retention strategies employed by e-commerce fashion businesses. A study by (Reinartz and Kumar, 2003) suggested key performance indicators (KPIs) such as customer lifetime value (CLV), repeat purchase rate, and churn rate as valuable metrics for assessing customer retention. Primark can adopt these metrics to evaluate the impact of their customer retention strategies and identify areas for improvement. Customer retention is essential for any e-commerce business, but it is particularly important in the fashion industry, where there is a constant influx of new products and trends. A study by (Chargebee, 2022) found that the average customer retention rate for e-commerce businesses is 26%. However, for fashion retailers, the average customer retention rate is only 13%. This means that fashion retailers are losing out on a significant amount of potential revenue by not retaining their customers. One company that has made efforts

in retaining customers is Primark, a competitive fashion retailer in the UK. Some of these efforts are:

A focus on value: Primark offers its customers high-quality, up-to-date fashion at very competitive prices. This helps to ensure that customers continue to shop with the company, even when there are new trends and fashions available.

A recently activated online presence: Primark has in the past few years designed a user-friendly website that makes it easy for customers to shop online. The website also offers a variety of features that help to promote customer engagement, such as a blog, a loyalty program, and a social media presence.

Good customer service: Primark has a reputation for providing good customer service. This includes a 24/7 customer support line, a generous return policy, and a commitment to resolving customer complaints quickly and efficiently. These strategies have helped Primark to improve its customer retention rate. The study by (Chargebee 2022) found that companies with a customer retention rate of 35% or higher are 50% more likely to be profitable than companies with a customer retention rate of 26% or lower. The implications of Primark's customer retention strategies for other e-commerce fashion retailers are clear. By focusing on value, providing a strong online presence, and offering good customer service, fashion retailers can significantly improve their customer retention rates and boost their profitability.

## **{1.2} Purpose of Research**

The purpose of conducting this research on customer retention strategies in e-commerce fashion business, specifically in the UK with a case study of Primark, is to analyze and evaluate the effectiveness of different strategies implemented by Primark to retain its customers in the e-commerce fashion market. The research aims to provide valuable insights into the key factors influencing customer retention in this sector, the challenges faced by e-commerce fashion businesses in the UK, and the best practices used by Primark to overcome these challenges. Additionally, the research intends to identify potential areas of improvement for Primark and offer recommendations for enhancing customer retention strategies in this competitive industry.

## **{1.3} Research Aim**

The research aim of this thesis is anchored on the analysis of Primark's customer retention strategies in e-commerce fashion business in the UK, and the need to validate the following research hypothesis:

Hypothesis 1: Higher levels of customer satisfaction with Primark's online shopping experience result in increased customer loyalty and retention in the e-commerce fashion sector in the UK.

Hypothesis 2: Primark's implementation of personalized product recommendations and targeted marketing campaigns positively influences customer retention rates in the e-commerce fashion business in the UK.

Hypothesis 3: The utilization of data analytics and technology-driven strategies by Primark leads to improved customer retention rates compared to traditional methods in the e-commerce fashion industry in the UK.

#### **{1.4} Research Objective**

Objective 1: The research objective of this thesis is anchored on the need to answer the following research questions based on the operations of Primark as a fashion brand in the UK:

Objective 2: What are the existing customer retention strategies implemented by Primark, a prominent e-commerce fashion business in the UK?

Objective 3: How effective are the customer retention strategies employed by Primark in the e-commerce fashion industry?

Objective 4: What are the key factors influencing customer retention in the e-commerce fashion business, specifically in the context of Primark in the UK?

Objective 5: How does Primark measure and evaluate the success of its customer retention strategies in the e-commerce fashion sector?

Objective 6: What are the challenges faced by Primark in implementing customer retention strategies in the highly competitive e-commerce fashion market in the UK?

Objective 7: How does Primark differentiate its customer retention strategies from its competitors in the e-commerce fashion industry?

Objective 8: To what extent do customer satisfaction and loyalty contribute to the success of Primark's customer retention strategies in the UK e-commerce fashion market?

Objective 9: How does Primark utilize technology and data analytics to enhance its customer retention strategies in the e-commerce fashion sector?

Objective 10: What are the potential opportunities for Primark to further improve its customer retention strategies in the UK e-commerce fashion market?

Objective 11: How does Primark address changing customer preferences and trends in the e-commerce fashion industry to maintain high customer retention rates?

### **{1.5} Research Methodology**

In order to build on existing knowledge of Primark's customer retention strategies in e-commerce fashion business in the UK, and successfully address the research aim and objectives, this exploratory study will undertake a quantitative research approach. This will include sourcing quantitative data from an online survey (created via Qualtrics). In this case, a sample of consumers based in the United Kingdom will be asked a set of questions relating to each of the main research objectives (for example, consumption habits, customer service methods, attitudes towards customer relations, Primark's after sales service, and motivations to engage in continuous patronage and sustainable fashion practices). These results will then be analyzed by means of statistical analysis and thematic analysis, respectively. A strategy of inductive reasoning will then be applied to establish and formulate theory based on the information gathered. Accordingly, this method will be supported by secondary research (in the form of a literature review), whereby a number of academic and fashion marketing insights will be used to inform the investigation. Conclusively, it is the aim of this quantitative research to explore and address customer retention strategies in e-commerce fashion business in the UK using Primark as the central point of study, in addition to potential strategies towards addressing the issue. The questionnaire will capture how Primark's implementation of personalized product recommendations and targeted marketing campaigns have positively influenced customer retention rates in the e-commerce fashion business in the UK, find out if higher levels of customer satisfaction with Primark's online shopping experience result in increased customer loyalty and retention in the e-commerce fashion sector in the UK, and explore if the utilization of data analytics and technology-driven strategies by Primark leads to improved customer retention rates compared to traditional methods in the e-commerce fashion industry in the UK.

### **{1.6} Research Scope**

The scope of this research on customer retention strategies in e-commerce fashion business in the UK, with a specific case study of Primark, will encompass the following aspects:

**Analysis of the e-commerce fashion market in the UK:** This will involve researching the current trends, market size, and growth potential of the e-commerce fashion industry in the UK. It will also include understanding the competitive landscape and identifying key players in the market.

**Evaluation of customer retention strategies:** This will involve examining various customer retention strategies employed by e-commerce fashion businesses in the UK, including loyalty programs, personalized marketing, customer service, post-purchase communication, and other effective retention tactics. The focus will be on identifying the most successful strategies and their impact on customer retention.

**Examination of Primark's customer retention strategies:** This research will explore the customer retention strategies implemented by Primark in its e-commerce fashion business in the UK. It will involve studying their marketing campaigns, loyalty programs, customer service initiatives, and other strategies that aim to retain customers and build long-term relationships.

**Assessment of customer perspectives:** This research will include gathering feedback from Primark's e-commerce fashion customers in the UK to understand their satisfaction levels, loyalty, and overall experiences with the brand. This will be done through surveys, interviews, or other suitable data collection methods to gain insights into customer preferences, expectations, and factors influencing their loyalty.

**Identification of challenges and recommendations:** The research will also investigate the challenges faced by Primark and other e-commerce fashion businesses in the UK in terms of customer retention. It will then provide recommendations and best practices based on the findings to help improve Primark's customer retention strategies and enhance its competitiveness in the market.

Note: The scope may be further refined based on the available resources, time constraints, and the specific objectives of the research.

## **{1.7} Limitation to the Study**

The study of customer retention strategies in the e-commerce fashion business, specifically focusing on Primark in the UK, is likely to face several constraints and limitations. These limitations should be acknowledged and addressed to ensure the validity and reliability of the research findings. Here are some key constraints or limitations that may arise:

### **{1.7.1} Limited Generalizability:**

The findings of the case study conducted on Primark may have limited generalizability to other e-commerce fashion businesses in the UK or to the broader global context. The strategies and factors influencing customer retention can vary significantly across companies, markets, and cultural contexts. Therefore, the findings should be interpreted with caution when applied to other organizations.

### **{1.7.2} Availability and Accessibility of Data:**

Access to comprehensive and reliable data on Primark's customer retention strategies may be restricted. The company might not disclose certain sensitive or proprietary information, which could limit the depth of analysis. This research may have to rely on publicly available information or data that may not fully capture the intricacies of Primark's strategies.

### **{1.7.3} Time Constraints:**

Conducting a thorough analysis of customer retention strategies requires time and resources. Researchers might face constraints in terms of data collection, data analysis, and the ability to observe long-term effects of strategies. The study's time frame may be limited, restricting the analysis to a specific period, which could impact the comprehensiveness of the findings.

### **{1.7.4} Subjectivity and Bias:**

The research might involve subjective interpretations and biases, especially in the analysis of qualitative data or case study findings. Researchers' personal opinions, prior knowledge, or biases could influence the interpretation of results, potentially impacting the objectivity and validity of the study.

### **{1.7.5} External Factors:**

The effectiveness of customer retention strategies can be influenced by various external factors such as economic conditions, market competition, and consumer trends. It may be challenging to isolate the impact of Primark's strategies from these external influences. Researchers should consider the broader industry landscape and external dynamics that could affect customer retention.

### **{1.7.6} Ethical Considerations:**

Researchers should ensure compliance with ethical guidelines and protect sensitive information during data collection and analysis. Ethical constraints may limit the scope or depth of the study, especially when accessing customer data or confidential business information.

### **{1.7.7} Limited Scope:**

The study focuses specifically on customer retention strategies in the e-commerce fashion business, with a case study of Primark. However, other aspects of Primark's operations or industry dynamics, such as supply chain management, pricing strategies, or international expansion, are not within the scope of this research. The narrow focus may limit the breadth of insights gained.

To mitigate these constraints and limitations, this research clearly acknowledge them in the study and employ appropriate research methodologies, such as triangulation of data sources, rigorous



data analysis techniques, and critical interpretation of findings. Additionally, a comparative analysis with other e-commerce fashion businesses or a longitudinal study can help provide a more comprehensive understanding of customer retention strategies in the UK.

## **CHAPTER TWO: LITERATURE REVIEW**

### **{2.1} Customer Retention**

Customer retention is a critical aspect of business success as it focuses on keeping existing customers engaged and satisfied, ultimately contributing to long-term profitability and growth (Kumar & Shah, 2004). Customer retention is defined as the ability of an organization to retain its existing customers over a specific period (Kumar & Shah, 2004). Customer retention plays a vital role in the success of businesses across industries. Maintaining a loyal customer base is critical for long-term profitability, as the costs of acquiring new customers often outweigh the expenses associated with retaining existing ones. This literature review aims to explore the concept of customer retention, its importance, and the strategies employed by organizations to retain customers. (Bolton et al, 2018) emphasize the significance of customer retention as a driver of financial performance and sustainable competitive advantage. Increased customer loyalty not only generates repeat purchases but also leads to positive word-of-mouth recommendations, reducing marketing costs. Various academic studies have identified several factors that influence customer retention. (Liao, 2012) found that customer satisfaction, perceptions of service quality, and trust are key determinants of customer retention. Similarly, Zeithaml (2000) highlighted the importance of perceived value in customer retention. Relationship marketing is a widely recognized strategy to enhance customer retention. Morgan and Hunt (1994) suggest that building strong, trust-based relationships with customers enhances loyalty and increases the likelihood of them continuing their patronage. Loyalty programs are designed to incentivize repeat purchases and foster customer loyalty. Han, Nunes, and Drèze (2010) discuss the effectiveness of different types of loyalty programs, highlighting their impact on customer retention and profitability. Tailoring products, services, and marketing messages to meet individual customer preferences plays a vital role in customer retention. Verhoef, Kannan, and Inman (2015) argue that customer-centric personalization helps create emotional connections and enhances customer loyalty. Providing superior service quality and ensuring customer satisfaction are critical for customer retention. Rust and Oliver (2000) discuss the link between service quality, customer satisfaction, and behavioral intentions, highlighting their impact on customer retention. The utilization of technology has revolutionized customer retention strategies. Social media platforms, for instance, provide opportunities for organizations to engage with customers on a personalized level. Huang and Benyoucef (2015) explore the role of social media in customer retention, emphasizing the potential benefits of customer engagement and relationship building. Customer retention presents significant advantages for businesses, including increased profitability and sustainable competitive advantage. By focusing on factors such as customer satisfaction, service quality, personalization, and loyalty programs, organizations can enhance their customer retention efforts. Integrating technology-driven strategies can also further improve customer engagement and relationship building. As customer

retention continues to be a key area of research and practice, understanding and implementing effective strategies will remain crucial for businesses seeking long-term success. Several studies have highlighted the importance of customer retention as a key driver of business performance. For example, Reichheld and Sasser (1990) found that increasing customer retention rates by just 5% can lead to a profit increase of 25% to 95%. Additionally, maintaining high customer retention rates can lower marketing costs and increase customer lifetime value (Reichheld et al., 2000). Organizations adopt various strategies to enhance customer retention rates. One commonly discussed strategy is the implementation of loyalty programs. (Simonson, 2005) argue that well-designed loyalty programs can create a sense of belonging and foster emotional connections with customers, leading to higher retention rates. These programs typically offer rewards, discounts, and exclusive privileges to incentivize continued patronage (Dick & Basu, 1994). For example, Tesco's Clubcard loyalty program has been successful in increasing customer retention rates by offering personalized discounts and rewards based on customers' purchasing behavior (Demoulin and Zidda, 2008). Another strategy that organizations employ is providing excellent customer service. Several studies have shown a positive relationship between customer service quality and customer retention (Heskett et al., 1994; Sivadas & Baker-Prewitt, 2000). Organizations can achieve this by investing in training programs for their employees to enhance their customer service skills (Parasuraman et al., 1988). Additionally, organizations can leverage technology platforms, such as chatbots and self-service portals, to provide quick and efficient customer support (Henning-Thurau et al., 2020). Building strong relationships with customers is also crucial for enhancing customer retention. Relationship marketing focuses on creating and maintaining long-term relationships with customers (Berry, 1983). This can be achieved through personalized marketing efforts, such as targeted email campaigns and customized product recommendations based on customers' preferences and purchase history (Verhoef et al., 2015). By understanding and meeting customers' individual needs, organizations can build trust and loyalty, leading to higher customer retention rates. Organizations can engage in proactive communication and proactive problem-solving to retain customers. Proactive communication involves regularly updating customers about product updates, promotions, and new offerings (Becker-Olsen et al., 2006). Proactive problem-solving refers to identifying and addressing customer issues before they escalate (Kumar et al., 2007). This can be achieved by implementing customer feedback systems and monitoring social media channels for customer complaints (Hennig-Thurau et al., 2002).

## **{2.2} E-Commerce Business in the UK**

E-commerce has revolutionized the way businesses operate, allowing them to expand their reach, increase efficiency, and cater to the changing consumer demands. This review aims to provide an overview of the e-commerce business landscape in the United Kingdom (UK), exploring its growth, challenges, opportunities, and the factors contributing to its success. E-commerce has

experienced substantial growth in the UK in recent years. The Office for National Statistics (ONS, 2020) reported that online sales accounted for 21% of total retail sales in 2019, highlighting the significant role of e-commerce in the UK economy. (Coppel, J., 2000) emphasize the importance of e-commerce as a vehicle for market expansion and increased competitiveness. Understanding consumer behavior is essential for e-commerce businesses. (Bigne-Alcaniz et al, 2020) discuss the factors that influence consumer trust in e-commerce, including website design, security measures, and social influence. Factors such as convenience, price, and product assortment influence consumer buying decisions in the e-commerce context (Ukpabi & Karjaluoto, 2017). Effective digital marketing strategies are crucial for the success of e-commerce businesses. (Kingsnorth, 2022) highlights the significance of search engine optimization (SEO), social media marketing, and content marketing in driving website traffic, enhancing customer engagement, and increasing sales. Efficient logistics and supply chain management are key to meeting customer expectations in e-commerce. (Fang and Zhang, 2005) explore the challenges faced by e-commerce businesses in the UK, including last-mile delivery, supply chain integration, and inventory management. The proliferation of smartphones has facilitated the growth of mobile commerce in the UK. (Barnes and Krallman, 2019) examines the trends, opportunities, and challenges associated with m-commerce, highlighting the need for businesses to optimize their websites for mobile devices and provide seamless mobile shopping experiences. E-commerce businesses must comply with legal and regulatory frameworks in the UK. Tselios, (Prasad Bingi and Khamalah, 2000) discuss the challenges of data protection, consumer rights, and intellectual property rights in the context of e-commerce, emphasizing the need for businesses to adhere to relevant legislation. E-commerce has transformed the business landscape in the UK, offering numerous opportunities for growth, market expansion, and customer engagement. Understanding consumer behavior, building trust, employing effective digital marketing strategies, and managing logistics and supply chain operations are essential for e-commerce success. Additionally, maintaining compliance with legal and regulatory frameworks ensures the long-term sustainability and credibility of e-commerce businesses in the UK.

### **{2.3} What Primark Does Compared To Other Brands**

Primark, also known as Penneys in some countries, is an Irish fast-fashion retailer that operates internationally. It is famous for its affordable clothing and accessories, targeting fashion-conscious consumers on a budget. Primark focuses on providing trendy and fashionable items at very low prices, making it a popular choice for many shoppers. One of its key strategies is to keep costs low by avoiding expensive advertising campaigns and investing more in store locations and product sourcing (Primark website, 2023).

H&M is a Swedish multinational clothing retailer known for its fast-fashion approach as well. Like Primark, H&M offers trendy clothing at affordable prices. However, H&M might be

perceived as slightly more expensive than Primark, but it also provides a wider range of styles, collaborations with designers, and a more robust online shopping experience (H&M website, 2023).

NEXT is a UK-based clothing retailer that positions itself slightly differently from Primark and H&M. It offers clothing with a focus on higher quality and tends to be pricier than the other two. NEXT places a strong emphasis on the design and material quality of its products, appealing to customers who are willing to pay more for better craftsmanship (Next website, 2023).

## **{2.4} Consumer Behavior**

Consumer behavior refers to the study of individuals, groups, or organizations and the processes they use to select, secure, use, and dispose of products, services, experiences, or ideas to satisfy their needs and desires. Understanding consumer behavior is crucial for businesses as it helps them develop effective marketing strategies and deliver products and services that meet consumer demands. This discussion will comprehensively explore the topic of consumer behavior, drawing upon relevant references in Harvard style. (Engel et al, 1995) provides a comprehensive overview of consumer behavior. It covers various topics such as consumer motivation, perception, learning, attitude formation, and decision-making processes. The authors examine both individual and group influences on consumer behavior, including cultural, social, and situational factors. One prominent theoretical perspective in consumer behavior is the information-processing approach. According to this perspective, consumers engage in active information search and evaluation before making purchase decisions. This approach emphasizes how individuals gather and process information to reduce uncertainty and make rational choices (Gbadamosi, 2020). For instance, research has shown that consumers tend to compare different product options by evaluating attributes such as price, quality, and brand reputation (Ahmed et al, 2002). This active processing of information helps consumers make informed decisions and avoid potential risks associated with purchasing a product or service. The book also explores how marketing strategies can be tailored to effectively target and influence consumer behavior. (Solomon, 2019) delves into the study of consumer behavior by considering the psychological, social, and cultural aspects that influence consumer decision-making. The author explores how consumers make purchasing decisions based on their individual needs, personality traits, and perception of self. The book also discusses the impact of social influences, such as family, reference groups, and culture, on consumer behavior. Additionally, it examines the post-purchase experience and consumer satisfaction. Another important theoretical perspective in consumer behavior is the social and cultural influence approach. This perspective highlights the impact of social factors and cultural norms on individuals' buying behavior. Social influence refers to the impact of other people on an individual's attitudes, opinions, and behaviors (Wood, 2020). For instance, research has shown how social networks and online reviews shape consumers' perceptions and influence their purchasing decisions (Schivinski and Dabrowski, 2016). Cultural

influence, on the other hand, focuses on how cultural values and traditions shape consumers' preferences and behaviors (Hofstede, 1980). For example, consumers from collectivist cultures may prioritize the opinions of family and friends when making purchasing decisions. Additionally, the emotional perspective of consumer behavior considers the role of emotions in influencing consumers' choices. Emotional responses are integral to the consumer decision-making process, as feelings can guide and override rational considerations (Fenton-O'Creevy et al, 2011). For instance, research has shown that positive emotions, such as happiness or excitement, can enhance consumers' desire for products or services (Kwortnik Jr and Ross Jr, 2007). On the other hand, negative emotions, such as fear or anger, can lead to avoidance of specific brands or products (Khatoon and Rehman, 2021). Marketers often tap into consumers' emotions through advertising and branding strategies to create meaningful connections and drive purchasing decisions. (Kotler et al, 2021) provide an extensive analysis of marketing principles, including consumer behavior. The book explores consumer decision-making processes, including problem recognition, information search, alternative evaluation, and post-purchase behavior. It emphasizes the importance of understanding consumer needs and wants, segmenting markets, and developing marketing strategies that align with consumer behavior. The authors also discuss the impact of digital and social media on consumer behavior in the modern marketing landscape. (Schiffman and Kanuk 1951) book provides an in-depth examination of consumer behavior, covering both theoretical concepts and practical applications. The authors explore various factors that influence consumer behavior, including cultural, social, personal, and psychological influences. They also discuss the impact of marketing strategies, advertising, and branding on consumer decision-making. The book incorporates case studies and real-world examples to illustrate key concepts and theories. (Belk, 2013) article focuses on the concept of the extended self in the context of the digital world. It discusses how individuals use digital platforms, such as social media, to construct and express their identities. The article explores the impact of online shopping, personalized marketing, and virtual communities on consumer behavior. It highlights the interplay between consumers' online and offline identities and the implications for marketers.

One prominent theoretical framework used in consumer behavior research is the Theory of Planned Behavior (TPB) developed by (Ajzen, 1991). TPB proposes that an individual's behavior is driven by their attitude towards the behavior, subjective norms, and perceived behavioral control. Attitude represents the individual's evaluation of the behavior, subjective norms denote the social pressure to perform or not perform the behavior, and perceived behavioral control refers to the individual's perceived level of control over the behavior.

Another relevant framework is the Stimulus-Organism-Response (SOR) model introduced by (Mehrabian and Russell, 1974). This model suggests that consumers' responses to external stimuli are influenced by internal psychological processes. The stimulus represents marketing efforts, social or environmental factors, and their impact on consumers. The organism refers to the psychological and physiological characteristics of an individual, including personality,

emotions, and attitudes. Finally, the response represents the consumer's behavioral and cognitive reactions.

## **{2.5} The Relationship between Customer Retention and E-commerce Fashion Business in the UK**

Customer retention is crucial for the long-term success of e-commerce fashion businesses in the United Kingdom (UK). This literature review aims to provide a comprehensive overview of the relationship between customer retention and e-commerce fashion businesses in the UK, exploring the factors influencing customer retention, the strategies employed by businesses, and the impact of customer retention on business performance. Customer retention plays a vital role in driving growth and profitability in e-commerce fashion businesses. Research by Verhoef et al. (2017) highlights that retaining existing customers is more cost-effective than acquiring new customers. Furthermore, customer retention is associated with increased customer lifetime value and positive word-of-mouth referrals (Lee et al, 2006). Various factors influence customer retention in the e-commerce fashion sector. Personalization and customization of products and services play a significant role in enhancing customer loyalty (Chen, 2018). Additionally, customer satisfaction, trust, and perceived value positively affect customer retention in e-commerce fashion businesses (Chan and Lam, 2004). E-commerce fashion businesses employ several strategies to improve customer retention. (Becker et al, 2018) highlight the importance of implementing loyalty programs, personalized marketing communication, and effective customer relationship management (CRM) systems. Social media engagement and influencer marketing also play a significant role in engaging and retaining customers in the e-commerce fashion sector (Ahmad et al, 2020). Advancements in technology have transformed customer retention strategies in the e-commerce fashion industry. AI-based recommendation systems and virtual try-on technologies provide personalized and immersive shopping experiences, contributing to higher customer retention rates (Mugharbil, 2016). Additionally, leveraging data analytics and machine learning helps businesses identify customer preferences and behavior patterns for effective retention strategies (Li, 2020). Customer retention has a direct impact on the financial performance of e-commerce fashion businesses. Studies have found a positive correlation between customer retention and revenue growth (Lin and Wang, 2022). Repeat purchases and increased customer loyalty result in higher customer lifetime value and profitability (Reinartz & Kumar, 2018). Customer retention plays a pivotal role in the success of e-commerce fashion businesses in the UK. By focusing on personalization, customer satisfaction, and trust, businesses can effectively retain customers and foster loyalty. Strategies such as loyalty programs, personalized marketing, and technology-driven solutions contribute to higher customer retention rates. Ultimately, customer retention positively impacts business performance, leading to increased revenue and profitability.

## **{2.6} Customer Retention in the E-commerce Fashion Industry in the UK after the COVID-19 Pandemic**

The COVID-19 pandemic has significantly impacted various industries worldwide, with the fashion industry being particularly affected. In the UK, the closure of physical retail stores and restrictions on movement prompted a notable shift towards online shopping. This shift raises important questions concerning customer retention in the e-commerce fashion industry. This paper aims to explore customer retention strategies adopted by fashion retailers in the UK, particularly in the post-pandemic era, and analyze their effectiveness. Effective personalization plays a crucial role in customer retention in e-commerce. By providing tailored recommendations based on customer browsing history and purchase behavior, fashion retailers can enhance customer engagement and loyalty. This strategy enables retailers to create a more personalized shopping experience, fostering stronger customer relationships (Ghose & Han, 2014). Post-pandemic, customer expectations have evolved. Fashion retailers need to focus on providing a seamless and engaging online experience to retain their customer base (Halibas et al, 2023). Elements such as user-friendly website designs, smooth navigation, interactive features, and responsive customer service can significantly impact customer satisfaction and loyalty. Loyalty reward programs have proven effective in customer retention in the e-commerce fashion industry. By offering discounts, exclusive promotions, and personalized perks to loyal customers, fashion retailers can incentivize repeat purchases and foster a sense of importance (Javed and Wu, 2020). Social media platforms have become vital tools for customer engagement and retention in the fashion industry. By building a strong social media presence and partnering with influential fashion bloggers and celebrities, retailers can enhance brand awareness, attract new customers, and retain their existing customer base (Meek et al, 2019). Customer retention in the e-commerce fashion industry in the UK has been a critical concern, especially in the aftermath of the COVID-19 pandemic. The pandemic has significantly impacted the fashion industry, forcing many physical retail stores to close temporarily or permanently. As a result, e-commerce has become an essential channel for fashion retailers to reach their customers and maintain their business. One crucial aspect of customer retention in the e-commerce fashion industry is building strong relationships with customers. According to research by Verhoef et al. (2017), customer relationships play a significant role in increasing customer loyalty and retention. To achieve this, fashion retailers need to provide personalized experiences, engage with customers through various channels, and create a sense of community. Personalization is crucial in the e-commerce fashion industry as it allows retailers to deliver tailored experiences based on individual customer preferences. By leveraging customer data and using technologies such as machine learning, retailers can recommend personalized product suggestions, send targeted promotions, and create customized marketing campaigns. This level of personalization enhances the overall customer experience, which can contribute to higher customer retention rates. Engagement is another critical factor in customer retention. By utilizing multiple channels such as email, social media, and mobile apps, fashion retailers can keep customers engaged and informed about new products, exclusive offers, and upcoming events. According to research by



(Chen and Xie, 2008), customer engagement positively influences customer loyalty. Regular communication and engagement through different channels help to foster brand loyalty and keep customers connected to the brand. Creating a sense of community is also important for customer retention in the e-commerce fashion industry. Brands that foster a sense of belonging and community among their customers tend to have higher customer retention rates. This can be achieved through social media platforms, online forums, or even hosting virtual events where customers can interact with each other and share their experiences. A study by Pansari and Kumar (2017) emphasized the significance of community in building customer loyalty. Moreover, excellent customer service remains crucial in the e-commerce fashion industry. Timely responses to customer inquiries, addressing complaints effectively, and providing hassle-free return policies can significantly impact customer satisfaction and retention. According to a study by Keiningham et al. (2020), high-quality customer service is linked to higher customer retention rates in e-commerce.

## **{2.7} Customer Retention Strategies**

It is an essential aspect of maintaining a loyal customer base and driving long-term profitability. Numerous strategies can be employed to enhance customer retention, and here are some commonly used approaches:

### **{2.7.1} Personalized Communication:**

Engaging with customers on a personal level can foster a sense of connection and loyalty. This includes personalized emails, targeted offers, and relevant product recommendations. By leveraging customer data and segmentation, businesses can tailor their communications to meet individual customer needs (Fournier & Lee, 2009).

### **{2.7.2} Loyalty Programs:**

Implementing loyalty programs can incentivize customers to continue purchasing from a particular business. These programs often involve offering rewards, discounts, exclusive access, or points that customers can accumulate and redeem for future benefits (Reinartz & Kumar, 2003).

### **{2.7.3} Exceptional Customer Service:**

Providing exceptional customer service can significantly impact customer retention. This involves promptly addressing customer concerns, being responsive to inquiries, and offering post-purchase support. A positive customer service experience can enhance customer satisfaction and loyalty (Heskett et al., 1994).

### **{2.7.4} Continuous Value Delivery:**

Ensuring that customers perceive ongoing value in a product or service is crucial for retention. This can be achieved by regularly enhancing product features, providing regular updates, and offering additional services that align with customer needs and preferences (Rust et al., 2000).

### **{2.7.5} Building Customer Relationships:**

Establishing strong relationships with customers can foster loyalty. This can be accomplished through personalized interactions, proactive engagement, and maintaining a customer-centric approach. Building rapport and trust with customers can significantly impact their decision to continue doing business with a company (Morgan & Hunt, 1994). These strategies can be tailored and combined based on the specific industry, target audience, and business objectives. Additionally, leveraging customer feedback, conducting satisfaction surveys, and analyzing customer data can further inform and optimize these retention strategies.

Responding promptly to customer concerns and providing effective solutions can enhance customer satisfaction and increase retention rates. The thriving e-commerce sector has significantly reshaped consumer behavior within the fashion industry. In this review, we explore the relationship between customer retention and e-commerce fashion businesses in the UK. Understanding this relationship is crucial for fashion retailers seeking to enhance their long-term success and competitive advantage. In the digital era, e-commerce platforms have become essential for fashion businesses to attract and retain customers (Wang et al, 2016). Several factors influence customer retention in e-commerce fashion businesses in the UK. Research suggests that customer satisfaction, trust, product quality, website usability, and customer service are pivotal factors affecting customer retention (Wang et al., 2018; Wahyuni et al., 2020). Additionally, personalized experiences, social media engagement, and brand image are also influential drivers (Blasco-Arcas et al, 2016). Customer retention has numerous benefits for e-commerce fashion businesses in the UK. Higher customer retention rates lead to reduced marketing costs, increased customer lifetime value, and positive word-of-mouth recommendations (Wang et al, 2016). Moreover, loyal customers tend to spend more, contribute to the brand's reputation, and act as brand advocates (Kumar and Reinartz, 2016). Despite the advantages, e-commerce fashion businesses in the UK face unique challenges in retaining customers. High competition, rapidly changing consumer trends, price sensitivity, and lack of physical interaction pose significant challenges to customer retention (Rai and Srivastava, 2012). Various strategies can be employed to enhance customer retention in e-commerce fashion businesses. Personalization through data analytics, loyalty programs, superior customer service, and omnichannel integration are effective approaches (Shi et al, 2020). Technological advancements have revolutionized customer retention in e-commerce fashion businesses in the UK. Chatbots, virtual reality (VR), augmented reality (AR), and artificial intelligence (AI) contribute to personalized experiences, enhance website usability, and improve customer satisfaction (Mnyakin, 2020). Several case studies have explored customer retention strategies in the e-commerce fashion business sector in the UK. For instance, ASOS, a leading online fashion retailer, focuses on customer engagement through social media, personalized recommendations,

and hassle-free returns to retain customers (Merritt and Zhao, 2020). Another case study examines the success of Boohoo, which leverages fast fashion and targeted marketing to enhance customer retention ( Hatley, 2021).

## **{2.8} Elements of Customer Behavior for Customer Retention**

### **{2.8.1} Psychological Influences:**

Psychological influences focus on individual characteristics that affect customer behavior. These factors can include perception, motivation, learning, attitudes, and personality. According to Kotler and Keller (2016), perception is crucial as customers' interpretation of a product or service plays a vital role in their decision-making process. Brands need to manage customers' perceptions and ensure they are aligned with their offering. Motivation is another essential psychological influence. Customers' motivation to retain or continue using a particular product or service can be intrinsic, such as self-achievement or personal satisfaction, or extrinsic, such as rewards and recognition (Kotler and Keller, 2016). Understanding customers' motivations can help companies tailor their retention strategies accordingly. Attitudes and beliefs also impact customer behavior. According to (Schiffman and Wisenblit, 2015), customer retention can be influenced by positive or negative attitudes formed towards a brand. Effective customer relationship management (CRM) programs can help alter customers' negative attitudes and enhance their loyalty towards the brand.

### **{2.8.2} Sociological Influences:**

Sociological influences highlight the impact of social groups, family, culture, and reference groups on customer behavior. Family and social relationships can significantly influence customer retention. According to (Sahay and Sharma, 2010), family members' positive experiences with a brand can enhance emotional attachment and loyalty to the brand, leading to repeat purchases and long-term customer retention. Reference groups are another important sociological influence. Customers tend to seek advice from reference groups, such as friends, colleagues, or online communities, to make informed decisions (Solomon, 2013). Positive word-of-mouth from these groups can significantly contribute to customer retention.

### **{2.8.3} Personal Influences:**

Personal factors, such as age, gender, occupation, lifestyle, and economic status, can also impact customer behavior and, consequently, retention. For example, research by (Jeong, 2022 ) found that younger customers are more likely to switch brands, while older customers are more likely to stay loyal. Additionally, economic factors, such as income levels and price sensitivity, influence customer behavior. Companies need to consider customers' financial situations and tailor their retention strategies accordingly (Kotler and Keller, 2016).

#### **{2.8.4} Environmental Influences:**

Environmental influences refer to the broader context in which the customer operates. These factors include cultural, social, technological, and economic forces. Cultural forces, such as values, beliefs, and customs, influence customer retention as customers tend to be loyal to brands that align with their cultural preferences. Technological advancements are another environmental influence. As technology evolves, customers have access to various channels and platforms, making it essential for companies to adopt omni-channel strategies to retain customers (Bennett and El Azhari, 2015).

#### **{2.8.5} Situational Influences:**

Situational influences refer to factors specific to a particular purchase or usage occasion that affect customer behavior. These factors include time constraints, physical surroundings, and the purpose of the purchase (Solomon, 2013). For example, customers may have different retention behaviors when purchasing a product for personal use compared to a gift for someone else.

### **{2.9} Benchmarking in Customer Retention**

Benchmarking, as a strategic management tool, plays a crucial role in helping organizations compare their performance against industry leaders and identify areas for improvement in customer retention. This essay aims to discuss the concept of benchmarking in customer retention and its importance, supported with relevant references in Harvard style. Customer retention refers to the ability of an organization to retain its existing customers over a specific period. It involves the development and implementation of strategies to enhance loyalty, reduce customer churn, and increase the lifetime value of customers (Blut et al., 2018). Benchmarking, on the other hand, involves the systematic process of measuring an organization's performance against its competitors or industry leaders (Camp, 1989). Benchmarking is a valuable tool for organizations aiming to improve their customer retention strategies. By comparing their performance metrics - such as customer satisfaction, loyalty, repeat purchase rate, and customer churn rate - with industry benchmarks, organizations can identify best practices and areas of improvement (Baashar et al, 2020). This process helps in setting realistic goals, formulating effective strategies, and allocating resources efficiently to enhance customer retention efforts (Casadesus-Masanell & Ricart, 2010). One significant benefit of benchmarking is the identification of industry and market standards. By analyzing industry leaders' practices, organizations can gain insights into successful retention strategies and identify potential gaps in their own performance (Roberts et al, 2003).

For example, a study by Gupta and Zeithaml (2006) found that benchmarking customer satisfaction and loyalty metrics against industry leaders revealed areas where an organization was underperforming, thus enabling it to devise targeted improvement initiatives. Additionally,

benchmarking facilitates learning and knowledge sharing among organizations within the same industry. Collaboration and knowledge transfer occur when organizations study and adopt best practices from industry leaders (Wernerfelt, 1984). According to a study by (Yasin, 2002), benchmarking practices in customer retention led to knowledge transfer between organizations, resulting in the adoption of successful strategies and the development of innovative approaches to enhance customer retention. Benchmarking in customer retention also provides a basis for setting performance targets. By comparing their performance against industry benchmarks, organizations can establish realistic and achievable goals for customer satisfaction, retention rates, and customer lifetime value (Zhang, 2011). A study by (Doyle, 2001) emphasized the significance of benchmarking in setting clear objectives and tracking progress in customer retention initiatives, enabling organizations to continually improve their performance.

## **{2.10} Theoretical Framework**

### **{2.10.1} Relationship Marketing Theory:**

Relationship Marketing Theory focuses on building and maintaining long-term customer relationships (Gronroos, C., 1990). The theory emphasizes the importance of customer retention and loyalty through personalized interactions and continuous communication. In the context of e-commerce fashion business, Primark could adopt relationship marketing techniques such as personalized email marketing, loyalty programs, and customer segmentation based on purchasing patterns and preferences. This theory suggests that providing a personalized and memorable experience to customers can enhance their loyalty and ultimately contribute to retaining them. (Gronroos, 1990) suggests that personalized interactions and communication are key to building and maintaining customer relationships. Factors such as targeted email marketing campaigns, personalized recommendations based on purchase history, and tailored promotions can enhance customer retention in the e-commerce fashion industry (Gronroos, 1990). By offering loyalty programs that provide rewards, discounts, or exclusive access to events, Primark can incentivize customers to stay loyal to their brand and make repeat purchases (Gronroos, 1990).

### **{2.10.2} Technology Acceptance Model (TAM):**

The Technology Acceptance Model examines how customers adopt and accept new technologies (Davis, 1989). In the case of e-commerce fashion businesses, the TAM can be relevant in understanding customers' intention to use and keep using an online platform. Primark needs to ensure that its e-commerce platform is user-friendly, visually appealing, and offers seamless navigation and purchasing experiences. By aligning the TAM principles, such as perceived usefulness and ease of use, Primark can increase customer satisfaction, leading to higher retention rates. Davis (1989) argues that the perceived ease of use of a technology significantly influences customer acceptance. A well-designed, intuitive, and visually appealing e-commerce platform that offers seamless navigation and checkout processes can increase customer

satisfaction and retention. Primark should focus on ensuring that their website is optimized for mobile devices, as a growing number of customers prefer to shop via their smartphones (Davis, 1989). Building trust is crucial in the e-commerce fashion business. Providing secure payment options and prominently displaying security certifications on the website can alleviate customer concerns regarding online transactions and encourage them to use Primark's e-commerce platform (Davis, 1989).

### **{2.10.3} Expectation-Confirmation Model (ECM):**

The Expectation-Confirmation Model explains customer satisfaction and retention by examining whether customers' expectations are met or exceeded after engaging in a purchase or service (Oliver, 1980). In the e-commerce fashion business, it is crucial for Primark to manage customers' pre-purchase expectations accurately through clear product descriptions, images, and user reviews. Moreover, Primark can focus on offering exceptional customer service, on-time delivery, hassle-free return policies, and personalized recommendations to meet or exceed customers' post-purchase expectations. Aligning with the ECM can enhance customer satisfaction, lead to positive confirmation of expectations, and create customer loyalty. Oliver (1980) emphasizes that meeting customers' expectations starts with providing accurate and detailed product descriptions and high-quality images. Primark should ensure that their online platform displays product information, such as materials used, sizing options, and color variations in a clear and concise manner. Additionally, incorporating customer-generated photos or reviews can provide additional confirmation of product quality (Oliver, 1980). Resolving customer queries promptly and providing hassle-free returns and exchanges contribute to customer satisfaction and meeting expectations. Primark can invest in improving customer service by offering live chat support, clear communication channels, and proactive resolution of issues (Oliver, 1980).

### **{2.11} Critique of the Theoretical Frameworks**

The relationship marketing theory is an important concept in the field of marketing, focusing on building and maintaining long-term relationships with customers. This theory emphasizes the importance of developing strong relationships with customers, as it can lead to customer loyalty, increased customer satisfaction, and repeated purchases. However, while the relationship marketing theory has garnered significant attention and support, it is not without its critiques. One critique of the relationship marketing theory is its overemphasis on customer relationships at the expense of other important marketing factors. According to Gronroos (1997), the relationship marketing theory places too much emphasis on customer relationships and fails to consider other crucial aspects such as product quality and price. This can be problematic, as customers might prioritize other factors, such as price, over relationship-building efforts. Moreover, some scholars argue that the relationship marketing theory overly simplifies the dynamics of customer relationships. (Fournier, 1998) suggests that relationships are complex and cannot be reduced to a simple framework. She argues that the theory's focus on the loyal customer base fails to

account for the reality that individuals often have multiple relationships with various brands and products. (Gummesson, 2002) highlights that the theory may be more suited for service industries, where interactions with customers are more frequent and personalized, compared to industries with lower customer interactions, such as manufacturing. This presents a challenge for its universal applicability in all marketing contexts.

One critique of the Technology Acceptance Model is its limited focus on user perceptions and attitudes, neglecting other important factors that influence technology acceptance. (Venkatesh and Davis, 2000) argue that TAM does not fully account for social influence, facilitating conditions, and individual characteristics, which can significantly impact technology acceptance. Moreover, some critics argue that TAM overlooks the dynamic nature of technology acceptance. (Bagozzi, 2007) suggests that TAM falls short in capturing the influence of changing contextual factors and user experiences over time. As technology consistently evolves, users' perceptions and attitudes may also change, rendering TAM less comprehensive in explaining technology acceptance in dynamic environments. Additionally, TAM has been criticized for its lack of cross-cultural validity. Some studies have found that the model's effectiveness in predicting technology acceptance may vary across cultures, indicating the need for culture-specific adjustments to the model (Venkatesh et al., 2003).

The Expectation-Confirmation Model (ECM) is a theoretical framework that explains post-adoption user satisfaction and continued use of technology. According to the model, user satisfaction is influenced by the confirmation of expectations developed during the pre-adoption stage. While ECM has gained attention in the field of information systems, it is not without limitations. One critique of ECM is its focus on confirmation of expectations without adequately considering other influential factors. (Limayem et al, 2007) argue that the model fails to comprehensively address the impact of other factors, such as system performance, perceived usefulness, and social influence, on user satisfaction and continued use of technology. Furthermore, ECM may oversimplify the complexities of user satisfaction and continued use. (Bhattacharjee, 2001) argues that the model assumes a linear relationship between expectations, confirmation, and satisfaction, which may not always hold true. Users' satisfaction and continued use can be influenced by multiple factors beyond expectations confirmation, such as system adaptability and user experience. Moreover, some scholars have questioned the generalizability of ECM across different contexts.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

Primary data collection is crucial in the research design of the Analysis of Customer Retention Strategies in e-commerce Fashion business in the UK using Primark as a case study because it allows the researcher to gather firsthand information specific to the research objectives. In the case of analyzing customer retention strategies in the e-commerce fashion business of Primark, primary data collection enables researchers to obtain data directly from customer and providing valuable insights into the actual practices and perceptions regarding customer retention.

#### **{3.1} Research Design**

##### **{3.1.1} Survey Design:**

The design of the online survey is clear and easy to understand, with well-defined objectives and measurable variables (Dillman et al, 2014). Questions are structured and used appropriate response formats (e.g., multiple choice, Likert scale). Care was also taken to avoid biased or leading questions that may influence participants' responses. Conducting surveys among Primark's existing customers and potential target markets would be beneficial in understanding their preferences, attitudes, and satisfaction levels. Surveys can be distributed online or in-store, allowing for a large sample size and the ability to collect data efficiently.

##### **{3.1.2} Participant Recruitment:**

Recruitment strategies should aim for diverse and representative samples to ensure generalizability of the findings (Emanuel et al, 2000). Utilizing existing online platforms, social media advertisements, or email invitations to targeted populations can facilitate participant recruitment. The research provided a clear explanation of the purpose and scope of the study to potential participants.

##### **{3.1.3} Informed Consent:**

Obtaining informed consent is a critical ethical consideration. Participants should be fully informed about the purpose, risks, benefits, and confidentiality of their participation (Saeed et al, 2003). In online surveys, this can be achieved by using an introductory page or consent form that explains these aspects before participants proceed to the survey. Participants should have the option to withdraw from the survey at any time without negative consequences.



#### **{3.1.4} Data Security:**

Ensuring the security and confidentiality of participants' data is crucial. Online survey platforms were chosen wisely, ensuring they provide secure data storage and transmission. Anonymization and encryption were used as data protection methods. Researcher also clearly communicate how participants' data will be stored, used, and protected.

#### **{3.1.5} Observations:**

Observing customer behavior and experiences, both in-store and online can offer valuable insights into the effectiveness of existing customer retention strategies. By observing how customers interact with Primark's e-commerce platform, how they navigate the website, and their overall satisfaction levels, researchers can better assess the strengths and weaknesses of the company's approach.

### **{3.2} Data Collection**

Primary data was collected from Primark's existing and new customers in form of questionnaires, other secondary academic sources such as peer-reviewed journals, books, website evaluation, and research reports will also be taken into consideration. Industry reports and statistics will be obtained from credible sources, such as the Office for National Statistics (ONS) and industry associations.

### **{3.3} Data Analysis**

#### **{3.3.1} Descriptive Statistics:**

Descriptive statistics provide a summary of the main characteristics of the collected data (Field, 2013). Measures such as mean, median, mode, standard deviation, and range was computed to understand the central tendency, dispersion, and distribution of the data. This method is useful when dealing with numerical data, and useful tools in this research is Qualtrics and SPSS.

#### **{3.3.2} Inferential Statistics:**

Inferential statistics involve making inferences and generalizations from a sample data to a larger population (Pallant, 2020). Techniques like hypothesis testing, chi-square tests, t-tests, and regression analysis allow researchers to examine relationships, differences, and associations between variables. This method is particularly helpful when the aim is to draw conclusions about a wider population based on a representative sample, useful tools used in this research are Qualtrics and SPSS.

### **{3.4} Sampling**

The study will focus on the relationship between Primark's customer retention strategies and the customers. A purposive sampling technique will be employed to select existing and new customers of Primark and industry reports that specifically relate to e-commerce and customer retention in the UK fashion business.

### **{3.5} Research Philosophy**

This approach will allow for a comprehensive study that incorporates both quantitative and qualitative methods, providing a deeper understanding of the topic.

#### **{3.5.1} Positivism Philosophy:**

Positivism focuses on the objective reality, laws, and principles that govern society.

For this research, a positivist philosophy will help to achieve the following objectives:

- a) To identify and analyze the customer retention strategies employed by Primark in the UK e-commerce fashion market.
- b) To evaluate the effectiveness of these strategies in retaining customers.

The positivist approach will enable the collection of quantitative data, conducting surveys, and measurable observations to measure the success and impact of various customer retention strategies employed by Primark (Bell et al, 2022).

#### **{3.5.2} Interpretivism Philosophy:**

Interpretivism emphasizes the subjective interpretation of reality and the importance of understanding human behavior through their experiences and perspectives (Suders et al, 2009).

For this research, adopting an interpretivist philosophy will help achieve the following objectives:

- a) To understand customers' perceptions and experiences with Primark's e-commerce fashion business.
- b) To explore the reasons behind customer retention or switch decisions.

An interpretivist approach will enable the collection of quantitative data through online surveys, focus groups, and case studies to gain insights into customers' experiences and perspectives regarding Primark's e-commerce fashion strategies.

### **{3.6} Ethical Considerations**

This study adhered strictly to ethical considerations by properly referencing and citing all sources used. Permission will be sought if any copyrighted material is included in the research. In primary data collection, it is essential to obtain informed consent from participants. This involves providing clear information about the study's purpose, potential risks and benefits, and the participant's rights to withdraw at any time without consequences (British Sociological Association, 2017). This survey ensured that participants have a genuine understanding of their voluntary participation and the use of their data. Additionally, ethical guidelines require anonymity and confidentiality (AoIR, 2012). This research ensured that participants' personal information, including names and contact details, are kept confidential and not shared without consent. Pseudonyms and code numbers were used to ensure anonymity when analyzing and reporting the data. In terms of secondary data collection, ethical considerations involve respecting copyright laws and intellectual property rights (AoIR, 2012) . This research appropriately cited and referenced all sources and obtained necessary permissions when using copyrighted materials. This research was cautious about using sensitive or confidential information from secondary sources, ensuring that it is obtained in an ethical and legal manner.

### **{3.7} Limitations**

The study of customer retention strategies in the e-commerce fashion business, specifically focusing on Primark in the UK, is likely to face several constraints and limitations. These limitations should be acknowledged and addressed to ensure the validity and reliability of the research findings. Here are some key constraints or limitations that may arise: Limited generalizability, accessibility and availability of data, time constraint, subjectivity and bias, ethical considerations, and limited scope. To mitigate these constraints and limitations, this research clearly acknowledge them in the study and employ appropriate research methodologies, such as triangulation of data sources, rigorous data analysis techniques, and critical interpretation of findings. Additionally, a comparative analysis with other e-commerce fashion businesses or a longitudinal study can help provide a more comprehensive understanding of customer retention strategies in the UK.

## CHAPTER FOUR

### 4.0 Analysis and Discussions

**Table 1. Case processing summary**

#### Reliability

##### Scale: Cronbach Analysis

#### Case Processing Summary

		N	%
Cases	Valid	70	79.5
	Excluded <sup>a</sup>	18	20.5
	Total	88	100.0

a. Listwise deletion based on all variables in the procedure.

#### Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.538	.403	7

Cronbach analysis reveals the case-processing summary of the survey responses to determine the reliability of the survey as seen in Table 1. The item statistics is presented in the appendices category of this research.

### Demographic Questions

**Table 2. Percentage Distribution Based on Gender**

	N	%
Male	32	36.4%
Female	51	58.0%
Non-binary / third gender	3	3.4%
Prefer not to say	2	2.3%

Using percentage, the online survey through our distribution of questionnaires recorded gender proportions as indicated in Table 2. The survey recorded a total number of 88 respondents,

36.4% of which were male respondents, 58.0% were female, 3.4% non-binary, and 2.3% other respondents that preferred not to disclose their gender identity.

**Table 3. Percentage Distribution Based on Age**

	N	%
18–25	8	9.1%
26–35	45	51.1%
36–45	27	30.7%
45+	8	9.1%

The age distribution of respondents in Table 3 indicates that 9.1% of the survey population are within the age range of 18-25, 51.1% of the survey population are within the age range of 26-35, 30.7% of the survey population are within the age range of 36-45, while 9.1% of the survey population are 45 years and above.

**Table 4. Percentage Distribution Based on Nationality**

	N	%
English	25	28.4%
Welsh	5	5.7%
Scottish	8	9.1%
Other:	50	56.8%

Using percentage, 28.4% of the survey population are of the English origin, 5.7% are Welsh, 9.1% are Scottish, and 56.8% of the survey population are from other nationalities but are resident within the UK.

**Table 5. Percentage Distribution Based on Shopping on Primark’s Online Store**

	N	%
Yes	70	79.5%
No	18	20.5%

By percentage 79.5% of the survey population indicated that they have had at one time or the other shopped on Primark’s online store. 20.5% indicated that they have not. However, the target population on which this research is based is directly related to that survey population that indicated that they have shopped on Primark’s online store as shown in table 5.

**Table 6. Percentage Distribution based on how Often Respondents shop on Primark’s Online Store**

	N	%
Once a month	16	18.2%
Twice a month	26	29.5%
3 times a month	23	26.1%
More times	23	26.1%

**Table 7. Cronbach Analysis implementation**

**Reliability**

**Scale: Cronbach Analysis implementation**

**Case Processing Summary**

		N	%
Cases	Valid	70	79.5
	Excluded <sup>a</sup>	18	20.5
	Total	88	100.0

a. Listwise deletion based on all variables in the procedure.

**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.910	.913	6

Still on reliability testing, Table 7 shows Cronbach Analysis implementation of the survey population and responses. A detailed statistical analysis is represented in the Appendices category of this research.

**Table 8. Cronbach Analysis Utilization**

## Reliability

### Scale: Cronbach Analysis Utilization

#### Case Processing Summary

		N	%
Cases	Valid	68	77.3
	Excluded <sup>a</sup>	20	22.7
	Total	88	100.0

a. Listwise deletion based on all variables in the procedure.

#### Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.702	.697	6

Table 8 above shows data utilization with Cronbach. The item statistics is displayed in the appendices section of this research.

### Table 9. Percentage Distribution of Respondents Based on Customer Satisfaction

**Customer satisfaction: Thinking about Primark brand, please indicate how much you agree or disagree with each of the following statements; -  
I am satisfied with the overall online shopping experience at Primark**

	N	%
Very Strongly Agree	9	10.2%
Strongly Agree	12	13.6%
Agree	18	20.5%
Neither Agree Nor Disagree	7	8.0%
Disagree	14	15.9%
Strong Disagree	9	10.2%
Very Strongly Disagree	1	1.1%
Missing System	18	20.5%

Source: SPSS Data

From the information in Table 9, 44.3% of the respondents agree to being satisfied with the overall online shopping experience at Primark. The implication of this information is that a good percentage of customers are familiar with Primark’s e-commerce presence and have engaged with the website navigation and online purchases.

**Table 10. Percentage Distribution of Respondents Based on Customer Satisfaction**

**Customer satisfaction: Thinking about Primark brand, please indicate how much you agree or disagree with each of the following statements; - I am likely to recommend Primark's online store to others**

	N	%
Very Strongly Agree	10	11.4%
Strongly Agree	9	10.2%
Agree	18	20.5%
Neither Agree Nor Disagree	15	17.0%
Disagree	11	12.5%
Strong Disagree	7	8.0%
Missing System	18	20.5%

From the data presented in Table 10, a total of 42.1% of the respondents showed strong signs of referral and agreed to the possibility of recommending Primark’s online store to others.

**Table 11. Percentage Distribution of Respondents Based on Primark’s Products Availability**

**Customer satisfaction: Thinking about Primark brand, please indicate how much you agree or disagree with each of the following statements; - Are you satisfied with the range of products available on Primark's online platform?**

	N	%
Very Strongly Agree	5	5.7%
Strongly Agree	15	17.0%
Agree	25	28.4%
Neither Agree Nor Disagree	12	13.6%
Disagree	11	12.5%
Strong Disagree	2	2.3%
Missing System	18	20.5%

On customer satisfaction, Table 11 shows that 51.1% of respondents experience a reasonable percentage of satisfaction with Primark’s range of products available on its online platform. Other Tables that reveal customer satisfaction with Primark’s e-commerce fashion business are included in the Appendices of this research.



**Table 12. Percentage Distribution of Respondents Based on Primark’s Website**

**Customer satisfaction: Thinking about Primark brand, please indicate how much you agree or disagree with each of the following statements; -  
Do you feel that Primark's website is user-friendly and easy to navigate?**

	N	%
Very Strongly Agree	6	6.8%
Strongly Agree	14	15.9%
Agree	15	17.0%
Neither Agree Nor Disagree	11	12.5%
Disagree	12	13.6%
Strong Disagree	8	9.1%
Very Strongly Disagree	4	4.5%
Missing System	18	20.5%

Using the information in Table 12, respondents expressed how they perceive Primark’s website usability in terms of friendliness and navigation. While 38.3% of the respondent agreed to being satisfied with Primark’s website usability, 27.2% of respondents disagreed with satisfaction of Primark website user-friendliness and navigation, and 13.6% neither agreed nor disagreed. Other percentage distribution in relation to customer satisfaction can be found in the Appendices of this research.

**Table 13. Percentage Distribution of Respondents Based on Product Recommendations and Targeted Campaigns**

**Primark's implementation of personalized product recommendations and targeted marketing campaigns: Thinking about Primark brand, please indicate how much you agree or disagree with each of the following statements;**

	N	%
Missing System	88	100.0%

**How likely are you to continue shopping with Primark after receiving personalized product recommendations?**

	N	%
Extremely unlikely	7	8.0%
Somewhat unlikely	12	13.6%
Neither likely nor unlikely	11	12.5%
Somewhat likely	31	35.2%
Extremely likely	9	10.2%
Missing System	18	20.5%

Table 13 Shows responses on customers' continuous patronage after receiving personalized product recommendations and targeted marketing campaigns. 45.2% of the respondents agree to the likelihood of continuous shopping after Primark's implementation of personalized product recommendations, 29.6% have noticed improvements in their shopping experience with Primark since the implementation of personalized product recommendations. 43.2% agreed that Primark's targeted marketing campaigns are relevant to their fashion preferences, 54.5% of the respondents are likely to make a purchase based on targeted marketing campaigns from Primark, and 42.1% of the respondents are satisfied with Primark's implementation of personalized product recommendations and targeted marketing campaigns. Other percentage distribution based on Primark's implementation of personalized product recommendation and targeted marketing campaigns are presented in the Appendices of this research.

**Table 14. Percentage Distribution of Respondents Based on Utilization of Data Analytics and Technology-driven Strategies**

**Utilization of data analytics and technology-driven strategies by Primark: Thinking about Primark brand, please indicate how much you agree or disagree with each of the following statements;**

	N	%
Missing System	88	100.0%

**Are you familiar with Primark's use of data analytics and technology-driven strategies?**

	N	%
Definitely not	15	17.0%
Probably not	21	23.9%
Might or might not	4	4.5%
Probably yes	22	25.0%
Definitely yes	6	6.8%
Missing System	20	22.7%

Table 14 shows the percentage distribution of respondents based on how they feel about Primark’s utilization of data analytics and technology-driven strategies to satisfy customer demands and improve customer retention. From the information in Table 14, 17% of the respondents do not have any awareness of Primark’s utilization of data analytics and technology-driven strategies, 23% do not have a very good awareness of Primark’s utilization of technology-driven strategies. 70.4% of the respondents confirm that data analytics and technology-driven strategies can lead to improved customer retention rates in the UK e-commerce fashion industry. 77.1% of the respondents confirmed that they would continue shopping with a brand that uses data analytics and technology-driven strategies. 73.9% of the respondents expressed how important it is for an e-commerce fashion brand to utilize data analytics and technology-driven strategies to improve customer retention rates. However, a good percentage of the respondents are not sure if they have experienced better customer retention rates with Primark compared to other e-commerce fashion brands. Other Tables of percentage distribution based on Primark’s implementation of data analytics and technology-driven strategies are presented in the Appendices of this research.

#### **{4.1} Findings and Observations**

The Inter-item Correlation Matrix presented in the Appendices of this research shows that a reasonable level of relationship exists between Customer Satisfaction, Customer retention and Primark’s implementation of data analytics and technology-driven strategies in the e-commerce

fashion industry. The modern day is characterized with innovations and technology have converted the world into a global village, it is in this regard that customers would readily prefer to get inclined with new trends in innovation and technology in their purchase decision making.

However, respondents' text responses to the issues or difficulties they experienced while shopping on Primark's website is provided in the Appendices of this research. The respondents during the online survey were provided an opportunity through text input to express any issue or difficulty they encountered while shopping on Primark's website. Some respondents were very particular about the checkout options on Primark's website; Primark's website for online purchase is not well equipped to provide checkout options after adding products to cart and making payments. Other respondents also expressed worries over the inability of Primark to render deliver service, many respondents added that after adding products to cart and making payments, they would still need to go to the offline store (Physical Store) to pick up the orders they made online. Other respondents observed that Primark's landing page is not easy to navigate and lacks visual appeal.

## **{4.2} Primark's Customer Retention Strategies in E-commerce Fashion Business**

Primark is a well-known fashion retailer that has gained popularity for its affordable clothing and fast-fashion business model. However, the company has been slow in adopting e-commerce strategies compared to its competitors.

Late adoption of online retail: Primark has been criticized for its late entry into the e-commerce market. While competitors like Zara, Decathlon, and H&M have successfully established online platforms, Primark only recently launched its first e-commerce website in 2020. This has resulted in missed opportunities to capitalize on the growing trend of online shopping.

### **{4.2.1} Focus on in-store experience:**

Primark has traditionally prioritized the in-store experience, offering a wide range of products at low prices in large physical stores, the company believes this strategy differentiates them from online retailers. However, the rise of online shopping and changes in consumer behavior have led to a decline in foot traffic at physical stores.

**{4.2.2} Digitizing customer engagement:** To adapt to changing consumer habits, Primark has started to leverage digital technologies to enhance customer engagement. They have created a mobile app that allows customers to browse products, locate stores, and find product availability. This approach seeks to close the gap between offline and online shopping.

### **{4.2.3} Social media presence:**

Primark has built a strong social media presence to engage with their target audience. They actively use platforms like Instagram, Facebook, and Twitter to promote their products and communicate with customers. However, social media engagement alone may not compensate for the lack of a robust e-commerce platform.

Primark is a well-established fast-fashion retailer renowned for its affordable clothing and accessories. In recent years, Primark UK has implemented a click and collect strategy as part of its omnichannel retail approach.

### **{4.2.4} Click and Collect Strategy:**

The click and collect strategy enables customers to select and purchase products online, subsequently collecting them from a physical Primark store. Primark UK introduced this initiative to adapt to changing shopping preferences, improve customer convenience, and enhance customer experience. Primark UK's click and collect strategy enables customers to avoid long queues, saves them time when purchasing their desired products, and eliminates the possibility of goods return from customers as a result of unmatched preferences. They can collect their orders at a convenient time and location, eliminating the need for home delivery. By offering click and collect, Primark UK offers customers greater flexibility and convenience, leading to increased satisfaction. Shoppers can enjoy the benefits of online shopping, such as access to a broader range of products, while still experiencing the tactile and immersive aspects of the in-store shopping experience.

## **{4.3} Critique of Primark's E-commerce Strategies**

Primark's late adoption of e-commerce has put them at a competitive disadvantage. As more customers shift towards online shopping, Primark's lack of a robust e-commerce platform hinders their ability to reach a broader audience. It also limits their potential to capitalize on impulse purchases and take advantage of international markets.

Providing an online shopping platform would enhance customer convenience by allowing them to browse and purchase products from the comfort of their homes. Primark's limited online presence restricts customers' access to their products, which can be inconvenient and frustrating, especially in today's fast-paced digital world.

Adaptation to changing retail landscape: The COVID-19 pandemic has accelerated the shift towards e-commerce, making it more crucial for retailers to establish a robust online presence. Primark's reliance on physical stores may limit their ability to adapt to changing consumer preferences and behavior. Investing in e-commerce would allow them to diversify their revenue streams and mitigate the risks associated with solely relying on brick-and-mortar stores. Primark's e-commerce strategies, or rather the lack thereof, have placed them at a competitive

disadvantage in the evolving retail landscape. While their focus on the in-store experience and digital engagement through social media have some merits, a stronger investment in e-commerce would enable Primark to better meet customer demands, increase convenience, and remain competitive with its rivals.

#### **{4.4} Challenges and Limitations of Primark UK's Click and Collect Strategy**

Primark's click and collect strategy is hindered by the fact that the majority of its inventory is not available for online purchase. This limitation may discourage customers who prefer the convenience of online shopping and deter them from opting for click and collect. Primark UK's click and collect service is subject to availability, as some stores do not offer this option. Limited availability may limit the adoption of the click and collect strategy among potential customers, affecting its effectiveness. In addition, Primark UK faces fierce competition from online fashion retailers that have established seamless click and collect services, extensive product ranges, and superior digital experiences. The company must constantly improve its strategy to remain competitive.

Primark UK's click and collect strategy has undoubtedly contributed to enhancing customer convenience and experience. However, its effectiveness may be limited due to the challenges outlined above. In comparison to online-focused competitors, Primark's click and collect may not offer the same level of convenience and product range. To overcome these limitations, Primark should consider expanding its online product range and increasing the availability of the click and collect service across stores. Furthermore, investing in technology and digital infrastructure will enable Primark to offer a seamless and user-friendly online shopping experience.

Primark UK's click and collect strategy has undoubtedly created convenience for customers and enhanced their experience by blending online and in-store shopping. However, limitations such as limited online product range, inconsistent availability, and competition from online retailers may hinder its effectiveness. Therefore, continuous improvement and adaptation are necessary for Primark UK to maintain competitiveness in the evolving retail landscape.

## **CHAPTER FIVE**

### **RECOMMENDATIONS AND CONCLUSION**

In recent years, the growth of e-commerce has revolutionized the retail industry. E-commerce businesses have gained momentum by providing convenience, accessibility, and a wide range of products. One crucial element that significantly contributes to the success of an e-commerce business is the implementation of delivery service options. To improve customer satisfaction through the inclusion of a delivery service option to Primark UK's e-commerce and customers' online purchases, the following steps can be taken:

#### **{5.0.1} Collaborate with established delivery service providers:**

Primark UK can partner with reputable delivery service providers that have a wide network and experience in handling e-commerce deliveries (Delfmann et al, 2002). This will ensure quick and efficient delivery to customers. Primark UK should offer customers multiple delivery options to cater to their preferences. These could include standard delivery, next-day delivery, or specific delivery slots.

#### **{5.0.2} Transparent and convenient tracking system:**

Primark should implement a user-friendly tracking system that allows customers to track their orders at every stage of the delivery process. This will provide visibility and build trust with customers (Huang and Ha, 2020). Efficient order processing and dispatch streamlines the order fulfillment process to ensure speedy processing and dispatch, minimize delays, and keep customers informed about any potential delays or issues that may affect delivery times (Huang et al, 2009).

#### **{5.0.3} Packaging and presentation:**

Primark should pay attention to packaging and presentation to enhance the customer experience, ensure that products are properly protected during transit and arrive in a good condition (Delfmann et al, 2002). Primark should consider offering free delivery for orders above a certain value or reducing delivery charges to incentivize customers to make online purchases. Primark should simplify the return and exchange process for online purchases, provide clear instructions and options for customers to return products if needed, including both online and store returns.

#### **{5.0.4} Dedicated customer support:**

Primark should have a robust customer support team that can promptly address any queries or issues related to the delivery service, provide various contact options like chat support, email, or phone to cater to different customer preferences (Delfmann et al, 2002). Primark should request

customer feedback, encourage customers to provide feedback on their delivery experience through surveys or ratings (Frost and Strauss, 2016). This will help identify areas for improvement and allow Primark UK to continuously enhance its delivery service. The brand should continuously assess the efficiency of the delivery service and make necessary improvements based on customer feedback and evolving industry practices, and keep up with market trends and technological advancements to stay ahead in the competitive e-commerce landscape. By implementing these steps, Primark UK can enhance its e-commerce platform and provide a smooth and satisfactory delivery experience for its customers, which will ultimately lead to increased customer satisfaction.

On website visibility and appeal, Primark UK can improve its website appeal to reduce bounce rates and foster customer retention for online shopping. Through enhance website design and user experience, Primark UK should focus on improving its website design and user experience to attract and engage customers. A study by (Kim and Niehm, 2009) found that an aesthetically pleasing design positively influences users' attitudes and intentions to stay on a website. Primark should aim for a clean and modern design, intuitive navigation, and fast-loading pages to enhance user experience and reduce bounce rates. An A/B testing might give Primark insights on what the customers would like to see.

#### **{5.0.5} Improve Website Loading Speed:**

Slow-loading websites often lead to higher bounce rates as users tend to lose patience. Primark should invest in optimizing its website loading speed. A study by (Xun, 2015) found that users are more likely to abandon a website if it takes more than 4 seconds to load. Primark can achieve this by optimizing images, reducing server response time, and leveraging caching techniques.

#### **{5.0.6} Personalize Product Recommendations:**

Customer retention is crucial for e-commerce fashion businesses, as it directly impacts brand loyalty and profitability. One effective e-commerce strategy that Primark can implement is personalized product recommendations (Chaffey, 2016). By leveraging customer data, such as browsing history, past purchases, and preferences, Primark can offer tailored suggestions that align with each individual customer's style, size, and preferences. This personalized approach enhances the customer shopping experience and fosters brand loyalty. Primark can employ personalized product recommendation systems to enhance customer retention. Tailoring recommendations to customers' preferences and past purchase history has been shown to increase customer satisfaction and loyalty. A study by (Dabholkar and Sheng, 2012) found that personalized product recommendations significantly influence customer repurchase intention.

#### **{5.0.7} Provide Easy and Secure Checkout Process:**

Primark should ensure a seamless and secure checkout process to retain customers. A study by (Tosun and Sezgin, 2021) suggests that a simplified checkout process positively impacts



repurchase intention. Primark can implement features like guest checkout, simplified forms, and multiple payment options to minimize friction during the checkout process (Frost and Strauss, 2016). By implementing these recommendations, Primark UK can improve its website appeal, reduce bounce rates, and foster customer retention for online shopping.

#### **{5.0.8} Loyalty Programs:**

Implementing a loyalty program can incentivize customers to remain loyal to Primark (Frost and Strauss, 2016). By offering exclusive discounts, rewards, or early access to new collections, Primark can build a sense of exclusivity and provide added value to its loyal customer base. This strategy encourages repeat purchases and strengthens the bond between the brand and its customers (Chaffey, 2016). Effective delivery service options contribute to building trust and loyalty among customers. For instance, according to Loebbecke and Picot (2015), providing reliable delivery services not only ensures customer satisfaction but also helps to establish a positive brand image. Loyal customers tend to trust the business's ability to fulfill their orders promptly and reliably (Miao et al, 2022).

#### **{5.0.9} Social Media Engagement:**

Utilizing social media platforms is essential in any e-commerce strategy (Kampani and Jhamb, 2020). Primark can actively engage with its customers through social media channels, sharing product updates, fashion tips, and engaging content to build a community and encourage interaction (Floyd et al, 2014). By leveraging user-generated content and influencer collaborations, Primark can increase brand exposure, encourage customer loyalty, and drive repeat purchases.

To utilize GenAI for scanning customer reviews and addressing customer satisfaction issues, Primark can adopt the following approach:

#### **{5.0.10} Data Collection:**

Primark can collect customer reviews from various sources such as online platforms, social media, and customer surveys through chatbots. For example, Primark can gather customer reviews from their official social media accounts, popular review platforms like Trustpilot, and conduct surveys among customers after their in-store experience (Anica-Popa et al, 2021).

#### **{5.0.11} Natural Language Processing (NLP) and Sentiment Analysis:**

Primark can apply NLP techniques and sentiment analysis algorithms to identify sentiments expressed in customers' reviews (positive, negative, neutral). For example, Primark can leverage NLP algorithms like BERT (Devlin et al., 2018) and Sentiment Analysis models (Pang & Lee, 2008) to categorize customer reviews by sentiment expressions.

#### **{5.0.12} Topic Modeling and Theme Extraction:**

Primark can utilize topic modeling algorithms, such as Latent Dirichlet Allocation (LDA), to uncover common themes and topics within the customer reviews. For example, Primark can apply LDA topic modeling (Blei et al., 2003) to identify distinct themes like product quality, pricing, customer service, store ambiance, and availability.

#### **{5.0.13} Sentiment-Topic Analysis:**

Primark can merge sentiment analysis results with topic modeling outcomes to understand the sentiment distribution and common themes associated with positive or negative sentiments. For example, by combining sentiment analysis with topic modeling, Primark can identify the specific aspects of products or services that customers feel positively or negatively about.

#### **{5.0.14} Issue Prioritization:**

Based on the identified themes and sentiments, Primark can prioritize the issues that require immediate attention and improvement. For example, Primark can prioritize addressing issues related to negative sentiments and prevalent themes to improve customer satisfaction in areas that matter the most to their customers.

#### **{5.0.15} Responsive Action:**

Primark can develop appropriate response strategies and actions to address the identified issues and improve customer satisfaction. This may involve adjusting product offerings, training staff, or improving in-store experiences. For example, Primark can implement personalized training programs for staff members to enhance their interactions with customers, work on improving product quality concerns mentioned in reviews, and invest in store improvements for better ambiance (Siddiqi et al, 2006). By utilizing GenAI for customer review analysis, Primark can gain valuable insights into customer sentiments, prioritize issues, and take proactive measures towards improving overall customer satisfaction.

### **{5.1} Conclusion**

Customer retention strategies are essential for building and maintaining customer loyalty. Loyal customers are more likely to make repeat purchases, provide positive reviews, and refer others to the e-commerce fashion business, ensuring sustained growth (Kumar & Reinartz, 2018). The cost of acquiring new consumers is much higher than the cost of keeping the ones you already have.. By focusing on customer retention, e-commerce fashion businesses can allocate resources more effectively, reducing customer acquisition costs (Bolton et al., 2000). Effective customer retention strategies not only increase the number of repeat purchases but also increase the average order value and frequency of purchases (Sharp, 2013). In the competitive e-commerce fashion market, having a loyal customer base can provide a distinct competitive advantage. Engaged and loyal customers are less likely to switch to competitors, contributing to long-term

success and market differentiation (Wirtz, 2012). Offering personalized recommendations, tailored promotions, and individualized support enhances customer satisfaction and strengthens loyalty (Agarwal et al, 2018). Providing a seamless experience across online and offline channels ensures convenience and encourages customer engagement (Murfield et al, 2017). Prompt response to customer queries and proactive problem resolution improve customer satisfaction and retention (Naab et al, 2018). Interactive content and active social media engagement help create a sense of community, fostering customer loyalty and driving repeat purchases (Lee et al, 2018). Offering exclusive rewards, loyalty points, and incentives for referrals incentivize customers to stay and advocate for the e-commerce fashion business (Lemon & Verhoef, 2016). Customer retention strategies play a vital role in the success of e-commerce fashion businesses in the UK. Building customer loyalty, reducing costs, increasing CLV, and gaining a competitive advantage are all key benefits of effective customer retention.

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## {7.0}Appendices

### 7.1 Survey Questions & Data Summary

<b>Item Statistics</b>			
	Mean	Std. Deviation	N
Customer satisfaction: Thinking about Primark brand, please indicate how much you agree or disagree with each of the following statements; - I am satisfied with the overall online shopping experience at Primark	3.51	1.657	70
Customer satisfaction: Thinking about Primark brand, please indicate how much you agree or disagree with each of the following statements; - I am likely to recommend Primark's online store to others	3.41	1.518	70
Customer satisfaction: Thinking about Primark brand, please indicate how much you agree or disagree with each of the following statements; - Are you satisfied with the range of products available on Primark's online platform?	3.21	1.238	70
Customer satisfaction: Thinking about Primark brand, please indicate how much you agree or disagree with each of the following statements; - Do you feel that Primark's website is user-friendly	3.70	1.697	70

website is user-friendly and easy to navigate?			
How satisfied are you with your overall online shopping experience with Primark?	3.16	1.293	70
How would you rate the customer service and support provided by Primark for your online shopping queries or concerns?	3.76	.669	70
Have you ever encountered any difficulties or issues while shopping on Primark's website? - Selected Choice	2.39	.490	70

**Inter-Item Correlation Matrix**

	Customer satisfaction: Thinking about Primark brand, please indicate how much you agree or disagree with each of the following statements; - I am satisfied with the overall online shopping experience at Primark	Customer satisfaction: Thinking about Primark brand, please indicate how much you agree or disagree with each of the following statements; - I am likely to recommend Primark's online store to others	Customer satisfaction: Thinking about Primark brand, please indicate how much you agree or disagree with each of the following statements; - Are you satisfied with the range of products available on Primark's online platform?	Customer satisfaction: Thinking about Primark brand, please indicate how much you agree or disagree with each of the following statements; - Do you feel that Primark's website is user-friendly and easy to navigate?	How satisfied are you with your overall online shopping experience with Primark?	How would you rate the customer service and support provided by Primark for your online shopping queries or concerns?	Have you ever encountered any difficulties or issues while shopping on Primark's website? - Selected Choice
Customer satisfaction: Thinking about Primark brand, please indicate how much you agree or disagree with each of the following statements; - I am satisfied with the overall online shopping experience at Primark	1.000	.882	.666	.849	-.701	-.409	.537
Customer satisfaction: Thinking about Primark brand, please indicate how much you agree or disagree with each of the following statements; - I am likely to recommend Primark's online store to others	.882	1.000	.715	.820	-.684	-.456	.561

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others								
Customer satisfaction: Thinking about Primark brand, please indicate how much you agree or disagree with each of the following statements; - Are you satisfied with the range of products available on Primark's online platform?	.666	.715	1.000	.562	-.519	-.339	.387	
Customer satisfaction: Thinking about Primark brand, please indicate how much you agree or disagree with each of the following statements; - Do you feel that Primark's website is user-friendly and easy to navigate?	.849	.820	.562	1.000	-.764	-.486	.681	
How satisfied are you with your overall online shopping experience with Primark?	-.701	-.684	-.519	-.764	1.000	.380	-.509	
How would you rate the customer service and support provided by Primark for your online shopping queries or concerns?	-.409	-.456	-.339	-.486	.380	1.000	-.329	
Have you ever encountered any difficulties or issues while shopping on Primark's website? - Selected Choice	.537	.561	.387		-.509	-.329	1.000	

Double-click to activate

#### Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.306	2.386	3.757	1.371	1.575	.215	7
Inter-Item Correlations	.088	-.764	.882	1.646	-1.154	.368	7

#### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Customer satisfaction: Thinking about Primark brand, please indicate how much you agree or disagree with each of the following statements; - I am satisfied with the overall online shopping experience at Primark	19.63	10.295	.838	.837	.142
Customer satisfaction: Thinking about Primark brand, please indicate how much you agree or disagree with each of the following statements; - I am likely to recommend Primark's online store to others	19.73	11.070	.849	.830	.168
Customer satisfaction: Thinking about Primark brand, please indicate how much you agree or disagree with each of the following statements; - Are	19.93	14.386	.642	.531	.342

following statements; - Are you satisfied with the range of products available on Primark's online platform?					
Customer satisfaction: Thinking about Primark brand, please indicate how much you agree or disagree with each of the following statements; - Do you feel that Primark's website is user-friendly and easy to navigate?	19.44	11.033	.713	.841	.227
How satisfied are you with your overall online shopping experience with Primark?	19.99	30.971	-.743	.600	.807
How would you rate the customer service and support provided by Primark for your online shopping queries or concerns?	19.39	24.559	-.461	.257	.644
Have you ever encountered any difficulties or issues while shopping on Primark's website? - Selected Choice	20.76	19.259	.570	.475	.478

**Scale Statistics**

Mean	Variance	Std. Deviation	N of Items
23.14	21.950	4.685	7

**Cronbach Analysis Implementation**

### Item Statistics

	Mean	Std. Deviation	N
How likely are you to continue shopping with Primark after receiving personalized product recommendations?	3.33	1.201	70
Have you noticed any improvement in your shopping experience with Primark since they introduced personalized product recommendations?	3.06	1.115	70
Do you feel that Primark's targeted marketing campaigns are relevant to your fashion preferences?	3.49	1.018	70
How likely are you to make a purchase based on a targeted marketing campaign from Primark?	3.73	.977	70
Are you more inclined to shop for fashion items online now that Primark has implemented personalized product recommendations and targeted marketing campaigns?	3.79	.915	70
How satisfied are you with Primark's implementation of personalized product recommendations and targeted marketing campaigns?	3.41	1.083	70

**Inter-Item Correlation Matrix**

	How likely are you to continue shopping with Primark after receiving personalized product recommendations?	Have you noticed any improvement in your shopping experience with Primark since they introduced personalized product recommendations?	Do you feel that Primark's targeted marketing campaigns are relevant to your fashion preferences?	How likely are you to make a purchase based on a targeted marketing campaign from Primark?	Are you more inclined to shop for fashion items online now that Primark has implemented personalized product recommendations and targeted marketing campaigns?	How satisfied are you with Primark's implementation of personalized product recommendations and targeted marketing campaigns?
How likely are you to continue shopping with Primark after receiving personalized product recommendations?	1.000	.690	.544	.609	.500	.663
Have you noticed any improvement in your shopping experience with Primark since they introduced personalized product recommendations?	.690	1.000	.652	.560	.481	.664
Do you feel that Primark's targeted marketing campaigns are relevant to your fashion preferences?	.544	.652	1.000	.674	.673	.682
How likely are you to make a purchase based on a targeted marketing campaign from Primark?	.609	.560	.674	1.000	.728	.738
Are you more inclined to shop for fashion items online now that Primark has implemented personalized product recommendations and targeted marketing campaigns?	.500	.481	.673	.728	1.000	.676
How satisfied are you with Primark's implementation of personalized product recommendations and targeted marketing campaigns?	.663	.664	.682	.738	.676	1.000

**Summary Item Statistics**

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.467	3.057	3.786	.729	1.238	.072	6
Inter-Item Correlations	.636	.481	.738	.257	1.534	.006	6

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
How likely are you to continue shopping with Primark after receiving personalized product recommendations?	17.47	18.833	.713	.570	.902



Have you noticed any improvement in your shopping experience with Primark since they introduced personalized product recommendations?	17.74	19.324	.728	.607	.898
Do you feel that Primark's targeted marketing campaigns are relevant to your fashion preferences?	17.31	19.755	.763	.623	.893
How likely are you to make a purchase based on a targeted marketing campaign from Primark?	17.07	19.893	.786	.669	.890
Are you more inclined to shop for fashion items online now that Primark has implemented personalized product recommendations and targeted marketing campaigns?	17.01	20.884	.715	.612	.900
How satisfied are you with Primark's implementation of personalized product recommendations and targeted marketing campaigns?	17.39	18.791	.823	.684	.883

**Scale Statistics**

Mean	Variance	Std. Deviation	N of Items
20.80	27.699	5.263	6

**Cronbach Analysis Utilization**

### Item Statistics

	Mean	Std. Deviation	N
Are you familiar with Primark's use of data analytics and technology-driven strategies?	2.75	1.354	68
Have you noticed any improvements in customer retention rates since Primark started implementing these strategies?	3.06	1.049	68
Do you believe that data analytics and technology-driven strategies can lead to improved customer retention rates in the e-commerce fashion industry?	4.46	.656	68
Are you more likely to continue shopping with a brand that uses data analytics and technology-driven strategies?	4.59	.525	68
How important is it for an e-commerce fashion brand to use data analytics and technology-driven strategies in order to improve customer retention rates?	4.71	.548	68
Have you personally experienced better customer retention rates with Primark compared to other e-commerce fashion brands?	3.15	1.162	68

**Inter-Item Correlation Matrix**

	Are you familiar with Primark's use of data analytics and technology-driven strategies?	Have you noticed any improvements in customer retention rates since Primark started implementing these strategies?	Do you believe that data analytics and technology-driven strategies can lead to improved customer retention rates in the e-commerce fashion industry?	Are you more likely to continue shopping with a brand that uses data analytics and technology-driven strategies?	How important is it for an e-commerce fashion brand to use data analytics and technology-driven strategies in order to improve customer retention rates?	Have you personally experienced better customer retention rates with Primark compared to other e-commerce fashion brands?
Are you familiar with Primark's use of data analytics and technology-driven strategies?	1.000	.620	.416	.252	.060	.460
Have you noticed any improvements in customer retention rates since Primark started implementing these strategies?	.620	1.000	.112	.072	.056	.629
Do you believe that data analytics and technology-driven strategies can lead to improved customer retention rates in the e-commerce fashion industry?	.416	.112	1.000	.509	.212	.204
Are you more likely to continue shopping with a brand that uses data analytics and technology-driven strategies?	.252	.072	.509	1.000	.403	.174
How important is it for an e-commerce fashion brand to use data analytics and technology-driven strategies in order to improve customer retention rates?	.060	.056	.212	.403	1.000	-.025
Have you personally experienced better customer retention rates with Primark compared to other e-commerce fashion brands?	.460	.629	.204	.174	-.025	1.000

**Summary Item Statistics**

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.784	2.750	4.706	1.956	1.711	.790	6
Inter-Item Correlations	.277	-.025	.629	.654	-25.357	.044	6

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Are you familiar with Primark's use of data analytics and technology-driven strategies?	19.96	6.520	.636	.512	.587
Have you noticed any improvements in customer retention rates since Primark started implementing these strategies?	19.65	8.053	.604	.574	.600
Do you believe that data analytics and technology-driven strategies can lead to improved customer retention rates in the e-commerce fashion industry?	18.25	10.608	.400	.374	.677
Are you more likely to continue shopping with a brand that uses data analytics and technology-driven strategies?	18.12	11.240	.350	.368	.692
How important is it for an e-commerce fashion brand to use data analytics and technology-driven strategies in order to improve customer retention rates?	18.00	11.940	.134	.191	.728
Have you personally experienced better customer retention rates with Primark compared to other e-commerce fashion brands?	19.56	7.922	.531	.434	.628

**Scale Statistics**

Mean	Variance	Std. Deviation	N of Items
22.71	12.748	3.570	6

**Statistics**

**Statistics**

Demographic questions:												
1. What is your ...		2. How old are you?	3. What is your nationality?	Have you ever shopped at Primark's online store?	How often do you shop for fashion items online?	Customer satisfaction: Thinking about Primark brand, please indicate how much you agree or disagree with each of the following statements; - I am satisfied with the overall online shopping experience at Primark	Customer satisfaction: Thinking about Primark brand, please indicate how much you agree or disagree with each of the following statements; - I am likely to recommend Primark's online store to others	Customer satisfaction: Thinking about Primark brand, please indicate how much you agree or disagree with each of the following statements; - Are you satisfied with the range of products available on Primark's online platform?	Customer satisfaction: Thinking about Primark brand, please indicate how much you agree or disagree with each of the following statements; - Do you feel that Primark's website is user-friendly and easy to navigate?	How satisfied are you with your overall online shopping experience with Primark?		
N	Valid	88	88	88	88	88	70	70	70	70	70	70
	Missing	0	0	0	0	0	18	18	18	18	18	18
	Mean	1.72	2.40	2.94	1.20	2.60	3.51	3.41	3.21	3.70	3.16	3.16
	Median	2.00	2.00	4.00	1.00	3.00	3.00	3.00	3.00	3.50	3.00	3.00
	Mode	2	2	4	1	2	3	3	3	3	3	4
	Sum	151	211	259	106	229	246	239	225	259	221	221

How would you rate the customer service and support provided by Primark for your online shopping queries or concerns?	Have you ever encountered any difficulties or issues while shopping on Primark's website? - Selected Choice	Have you ever encountered any difficulties or issues while shopping on Primark's website? - If yes, please elaborate. - Text	Primark's implementation of personalized product recommendations and targeted marketing campaigns: Thinking about Primark brand, please indicate how much you agree or disagree with each of the following statements;	How likely are you to continue shopping with Primark after receiving personalized product recommendations?	Have you noticed any improvement in your shopping experience with Primark since they introduced personalized product recommendations?	Do you feel that Primark's targeted marketing campaigns are relevant to your fashion preferences?	How likely are you to make a purchase based on a targeted marketing campaign from Primark?	Are you more inclined to shop for fashion items online now that Primark has implemented personalized product recommendations and targeted marketing campaigns?	How satisfied are you with Primark's implementation of personalized product recommendations and targeted marketing campaigns?	Utilization of data analytics and technology-driven strategies by Primark: Thinking about Primark brand, please indicate how much you agree or disagree with each of the following statements;
70	70	88	0	70	70	70	70	70	70	0
18	18	0	88	18	18	18	18	18	18	88
3.76	2.39			3.33	3.06	3.49	3.73	3.79	3.41	
4.00	2.00			4.00	3.00	4.00	4.00	4.00	4.00	
4	2			4	3	4	4	4	4	
263	167			233	214	244	261	265	239	

Are you familiar with Primark's use of data analytics and technology-driven strategies?	Have you noticed any improvements in customer retention rates since Primark started implementing these strategies?	Do you believe that data analytics and technology-driven strategies can lead to improved customer retention rates in the e-commerce fashion industry?	Are you more likely to continue shopping with a brand that uses data analytics and technology-driven strategies?	How important is it for an e-commerce fashion brand to use data analytics and technology-driven strategies in order to improve customer retention rates?	Have you personally experienced better customer retention rates with Primark compared to other e-commerce fashion brands?
68	68	68	68	68	68
20	20	20	20	20	20
2.75	3.06	4.46	4.59	4.71	3.15
2.00	3.00	5.00	5.00	5.00	3.00
4	3	5	5	5	3
187	208	303	312	320	214

**How satisfied are you with your overall online shopping experience with Primark?**

	N	%
Extremely dissatisfied	8	9.1%
Somewhat dissatisfied	17	19.3%
Neither satisfied nor dissatisfied	13	14.8%
Somewhat satisfied	20	22.7%
Extremely satisfied	12	13.6%
Missing System	18	20.5%

**How would you rate the customer service and support provided by Primark for your online shopping queries or concerns?**

	N	%
Poor	1	1.1%
Average	23	26.1%
Good	38	43.2%
Excellent	8	9.1%
Missing System	18	20.5%

**Have you ever encountered any difficulties or issues while shopping on Primark's website? - If yes, please elaborate. - Text**

	N	%
	61	69.3%
Checking out	1	1.1%
Couldn't navigate much	1	1.1%
I had to pick the item up from the store after online payment	1	1.1%
Just pay and collect in store. Annoying	1	1.1%

No add to cart, no delivery option. had to pick up in store after selection online	1	1.1%
No cart or door delivery. Paid online, picked in store	1	1.1%
No checkout and door delivery, I had to order and collect in store	1	1.1%
No comment other than stressful	1	1.1%
No delivery	1	1.1%
No delivery option	1	1.1%
No delivery options on the website after checking out	1	1.1%
Not friendly, No shipping option	1	1.1%
Paid online but pick up in store, No home delivery.	1	1.1%
Paid online, picked in store	1	1.1%
Poor after sales service	1	1.1%
Poor website	1	1.1%
Poor website navigation	1	1.1%
Products description not well detailed. No delivery option	1	1.1%
Stopped shopping online from primark after they won't do delivery	1	1.1%
Stressful	2	2.3%
The website is not fully responsive and i can have goods shipped to me	1	1.1%

The website landing page does not appeal to my visuals	1	1.1%
There is no proper check out from the website after adding items to cart	1	1.1%
They do not do home delivery	1	1.1%
Wanted to buy my child cloth, I had to pay online and collect in store. Stressful	1	1.1%
Yes, But there are so fine clothes at marble ache in London that we don't see in Luton.	1	1.1%

**Have you noticed any improvement in your shopping experience with Primark since they introduced personalized product recommendations?**

	N	%
Definitely not	5	5.7%
Probably not	19	21.6%
Might or might not	20	22.7%
Probably yes	19	21.6%
Definitely yes	7	8.0%
Missing System	18	20.5%

**Do you feel that Primark's targeted marketing campaigns are relevant to your fashion preferences?**

	N	%
Definitely not	3	3.4%
Probably not	8	9.1%
Might or might not	21	23.9%
Probably yes	28	31.8%
Definitely yes	10	11.4%
Missing System	18	20.5%

**How likely are you to make a purchase based on a targeted marketing campaign from Primark?**

	N	%
Extremely unlikely	1	1.1%
Somewhat unlikely	9	10.2%
Neither likely nor unlikely	12	13.6%
Somewhat likely	34	38.6%
Extremely likely	14	15.9%
Missing System	18	20.5%



**Are you more inclined to shop for fashion items online now that Primark has implemented personalized product recommendations and targeted marketing campaigns?**

	N	%
Definitely not	1	1.1%
Probably not	5	5.7%
Might or might not	17	19.3%
Probably yes	32	36.4%
Definitely yes	15	17.0%
Missing System	18	20.5%

**How satisfied are you with Primark's implementation of personalized product recommendations and targeted marketing campaigns?**

	N	%
Extremely dissatisfied	4	4.5%
Somewhat dissatisfied	10	11.4%
Neither satisfied nor dissatisfied	19	21.6%
Somewhat satisfied	27	30.7%
Extremely satisfied	10	11.4%
Missing System	18	20.5%

**Utilization of data analytics and technology-driven strategies by Primark: Thinking about Primark brand, please indicate how much you agree or disagree with each of the following statements;**

	N	%
Missing System	88	100.0%

**Are you familiar with Primark's use of data analytics and technology-driven strategies?**

	N	%
Definitely not	15	17.0%
Probably not	21	23.9%
Might or might not	4	4.5%
Probably yes	22	25.0%
Definitely yes	6	6.8%
Missing System	20	22.7%

**Have you noticed any improvements in customer retention rates since Primark started implementing these strategies?**

	N	%
Definitely not	4	4.5%
Probably not	17	19.3%
Might or might not	24	27.3%
Probably yes	17	19.3%
Definitely yes	6	6.8%
Missing System	20	22.7%

**Do you believe that data analytics and technology-driven strategies can lead to improved customer retention rates in the e-commerce fashion industry?**

	N	%
Might or might not	6	6.8%
Probably yes	25	28.4%
Definitely yes	37	42.0%
Missing System	20	22.7%

**Are you more likely to continue shopping with a brand that uses data analytics and technology-driven strategies?**

	N	%
Might or might not	1	1.1%
Probably yes	26	29.5%
Definitely yes	41	46.6%
Missing System	20	22.7%

**How important is it for an e-commerce fashion brand to use data analytics and technology-driven strategies in order to improve customer retention rates?**

	N	%
Moderately important	3	3.4%
Very important	14	15.9%
Extremely important	51	58.0%
Missing System	20	22.7%

**Have you personally experienced better customer retention rates with Primark compared to other e-commerce fashion brands?**

	N	%
Definitely not	5	5.7%
Probably not	15	17.0%
Might or might not	24	27.3%
Probably yes	13	14.8%
Definitely yes	11	12.5%
Missing System	20	22.7%

## 7.2 CMU Ethics Approval & Forms

### Devolved Ethical Approval Panel (DEAP): Application Summary

Student Name: John Olatunde Ologunbe Student Number: 20220198

Module Name: Digital Dissertation Module Number: DMM7008

Programme Name: MSc Digital Marketing Management Supervisor Name: Dr Tahir Mushtaq

To be completed by student <u>and</u> supervisor before submission to DEAP	Student Signature: John Olatunde Ologunbe		Supervisor Signature: Tahir	
	Yes	N/A	Yes	N/A
Application for ethics approval	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Participant information sheet	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Participant consent form	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Pilot interview/focus group questions	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Pilot questionnaire/s	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Letter/s to participating organisation/s	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Confirmation of interviewee participation	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Participant withdrawal form	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

First Submission  Resubmission

Date: 08/07/2023

#### For use by the devolved ethics approval panel:

Panel Members Name Signature

Module leader: Tahir Mushtaq Tahir \_\_\_\_\_

Supervisor: Tahir Mushtaq \_\_\_\_\_

CSM Ethics Committee Representative: \_\_\_\_\_  
Katie, Dan Tahir

Date: \_\_\_\_\_ Date  
of Reassessment: \_\_\_\_\_

#### Outcome:

Project Approved  Reference number: 2202.23DE0863

Project Approved in Principle

Decision deferred (application not ready/incomplete)

Project Not Approved (major revisions)

Project Rejected

[ ]

Comments for projects not approved:

*The original to be retained by the supervisor and a copy given to the student and module leader. In the case of a resubmission being required this **original form** should be submitted with the resubmission.*

## 7.3 CMU Participant Consent Forms

### CARDIFF METROPOLITAN UNIVERSITY APPLICATION FOR ETHICS APPROVAL

When undertaking a research or innovation project, Cardiff Met staff and students are obliged to complete this form in order that the ethics implications of that project may be considered. The document *Ethics application guidance notes* will help you complete this form and is available from the Ethics Governance Section of the Cardiff Met website. The School or Unit in which you are based may also have produced some guidance documents which you can access via your supervisor or School Ethics Coordinator.

**PLEASE NOTE:**

**Participant recruitment or data collection MUST NOT commence until ethics approval has been obtained.**

<b>PART ONE1A: GENERAL INFORMATION</b>	
Name of applicant:	John Olatunde Ologunebi
Supervisor (if student project):	Dr Tahir Mushtaq
School / Unit:	School Of Management
Student number (if applicable):	20220198
Programme enrolled on (if applicable):	MSc Digital Marketing Management
Project Title:	An analysis of customer retention strategies in e-commerce fashion business in the UK: A case study of Primark
Expected start date of data collection:	26/07/2023
Approximate duration of data collection:	2 Weeks
Funding Body (if applicable):	N/A
Other researcher(s) working on the project:	N/A
Will the study involve NHS patients or staff?	N/A
Will the study involve human samples and/or human cell lines?	N/A

**1B: Does your project fall entirely within one of the following categories:**

Desk based, involving only documents and not involving the collection of data from participants	No
Laboratory based, not involving human participants, human samples, animals or animal derived material	No
Practice based not involving human participants (eg curatorial, practice audit)	No
Answering <b>YES</b> to any of these questions indicates that the project does not include any participants and you will not therefore be collecting participant data.	
If this is the case, please provide a short (150 words) non-technical summary of the project, complete the Declaration at the bottom of the form and forward this form to your School Ethics Committee (or equivalent). No further information regarding your project is required and you do not need to complete any more sections of this form.	
If you have answered <b>NO</b> to all of these questions, please proceed to 1C.	
Non-technical summary of the project:	
If you are only using secondary (desk-based) data then you need to complete this box to explain your project. Then sign it and give it to your supervisor with the DEAP form. You will then be issued with an ethics number, but you <b>DO NOT</b> have to complete Part Two of this form.	

<b>1C: Does your project fall entirely within one of the following categories:</b>	
Compulsory projects in professional practice (eg Initial Teacher Education)	No
A project for which NHS approval has been obtained NB If this is the case, please ensure that you submit copies of the following with this form: <input type="checkbox"/> any questionnaires to be used <input type="checkbox"/> participant consent / asset form and withdrawal form <input type="checkbox"/> participant information sheets	No
A project which is not compulsory in professional practice and has gained external ethics approval from a body other than the NHS. NB If this is the case, please ensure that you submit a copy of the approved ethics application with this form.	No
If you have answered <b>YES</b> to any of these questions, please provide a short (150 words) non-technical summary of the project and <b>complete the rest of Part One of this form</b> . You do not need to complete Part Two. Forward your completed form, along with any additional documents required (as indicated above) to your School Ethics Committee (or equivalent).	
If you have answered <b>NO</b> to all of these questions, please complete the rest of this form including Part Two	
Non-technical summary of the project:	
The purpose of conducting this research on customer retention strategies in e-commerce fashion business, specifically in the UK with a case study of Primark, is to analyze and evaluate the effectiveness of different strategies implemented by Primark to retain its customers in the e-commerce fashion market. The research	

aims to provide valuable insights into the key factors influencing customer retention in this sector, the challenges faced by e-commerce fashion businesses in the UK, and the best practices used by Primark to overcome these challenges. Additionally, the research intends to identify potential areas of improvement for Primark and offer recommendations for enhancing customer retention strategies in this competitive industry.

<b>1D: DATA COLLECTION AND STORAGE</b>	
What types of data will you collect or create?	
Data will be collected via an online questionnaire. Only personal details necessary for this research will be collected, demographics will be limited to the necessary minimum. The collection of names and other identifiers will be avoided where possible, and data will be anonymised before the analysis stage.	
How will you manage access to and security of the data?	
Data will be stored on the (protected) in Cardiff Metropolitan University One Drive. Only the researcher has access to the raw data. I will not store my data solely on a laptop	
Will the data collected be subject to the data retention protocols of any of the following bodies?	
<input type="checkbox"/> Human Tissue Authority (HTA) <ul style="list-style-type: none"> <li>• Health and Care Research Wales (HCRW)</li> <li>• Applications involving the NHS which will be submitted via IRAS</li> </ul>	
Yes <input type="checkbox"/>	
For any project which is subject to the data retention protocols of an external body listed, you must develop a data storage plan to be submitted alongside this document for consideration by your School or Unit Ethics Panel.	
No <input checked="" type="checkbox"/>	
Please confirm that the data collected will be stored in a manner which complies with Cardiff Met requirements via one of the following statements.	
<b>STATEMENT 1: FOR STUDENTS ON TAUGHT COURSES</b> I confirm that any non-anonymised data related to research participants will only be stored on OneDrive and that all data held elsewhere will be deleted, unless it is anonymised.	<input checked="" type="checkbox"/> x
<b>STATEMENT 2: FOR STAFF APPLYING ON BEHALF OF STUDENTS ON TAUGHT COURSES</b> I confirm that all students covered by this application are aware of their obligation to ensure that non-anonymised data related to research participants must only be stored on their Cardiff Met student OneDrive account and that all data held elsewhere must be deleted, unless it is anonymised.	<input type="checkbox"/>
<b>STATEMENT 3: FOR RESEARCH STUDENTS AND STAFF</b> I confirm that any non-anonymised data related to research participants will be stored in a secure manner (using a platform such as OneDrive or FigShare) and that all data held elsewhere will be deleted unless it is anonymised.	<input type="checkbox"/>



<b>DECLARATION:</b> I confirm that this project conforms with the <a href="#">Cardiff Met Research Integrity &amp; Governance Framework</a>	
I confirm that I will abide by the Cardiff Met requirements regarding confidentiality and anonymity when conducting this project.	
<b>STUDENTS: I confirm that I will not disclose any information about this project without the prior approval of my supervisor.</b>	
Signature of the applicant: John Olatunde Ologunbebi	Date: 08/07/2023
<b>FOR STUDENT PROJECTS ONLY</b>	
Name of supervisor: Tahir Mushtaq	Date: 17/07/23
Signature of supervisor: Tahir	

<b>Research Ethics Committee use only</b>	
Decision reached: <a href="#">Click here to enter text.</a>	
Project reference number: 2202.23DE0863	
Name: <a href="#">Click here to enter text.</a>	Date: <a href="#">Click here to enter a date.</a>
Details of any conditions upon which approval is dependant: <a href="#">Click here to enter text.</a>	

**PART TWO**

<b>If you haven't already done so elsewhere on this form, in the box below, provide a short (150 words), non-technical summary of the project.</b>	
<i>The purpose of conducting this research on customer retention strategies in e-commerce fashion business, specifically in the UK with a case study of Primark, is to analyze and evaluate the effectiveness of different strategies implemented by Primark to retain its customers in the e-commerce fashion market. The research aims to provide valuable insights into the key factors influencing customer retention in this sector, the challenges faced by e-commerce fashion businesses in the UK, and the best practices used by Primark to overcome these challenges. Additionally, the research intends to identify potential areas of improvement for Primark and offer recommendations for enhancing customer retention strategies in this competitive industry.</i>	
<b>A RESEARCH DESIGN</b>	
A1 Will you be using an approved protocol in your project?	No

<b>A2 If yes, please state the name and code of the approved protocol to be used<sup>1</sup></b>	
Most CSM projects will not use a protocol so this section will be answered n/a	
<b>A3 Describe the research design to be used in your project</b>	
In this section, include details (as appropriate) of: Survey will be shared with UK Customers:	
<ul style="list-style-type: none"> <li>● The respondents will be asked questions to gather information on the reuse of the platform for purchasing merchandise and other items offered by Primark. This will be done to understand the problems that prevent customers from staying on the platform.</li> <li>● The researcher intends to have approximately 70-100 survey questionnaires done <ul style="list-style-type: none"> <li>○ Contact with the customers will begin in the third week of July</li> </ul> </li> <li>● Each survey will take only about 20 minutes of the respondents.</li> </ul>	
Sample:	
<ul style="list-style-type: none"> <li>● A convenience sample will be used to identify the customers by posting on forums and reaching to them via social media channels like Facebook, Instagram and TikTok</li> <li>● A sample of 70-100 clients/customers will be selected based on their willingness to participate.</li> <li>● Survey will be conducted by sharing the Qualtrics link</li> </ul>	
Participants:	
<ul style="list-style-type: none"> <li>● All participants will be over the age 18.</li> <li>● The participant will be told details of the study and its goals plus the participant must consent before completing the questionnaire.</li> <li>● Participant's right to anonymity will be reiteration throughout the research process and they may withdraw their data at any point.</li> </ul>	
Analysis:	
<ul style="list-style-type: none"> <li>● The quantitative data from the survey will be analysed through excel and by conducting some basic descriptive analysis on SPSS.</li> <li>● The results to the survey will be anonymous and only the researcher will be able to view and collect shared data.</li> </ul>	
<b>A4 Will the project involve deceptive or covert research?</b>	No
<b>A5 If yes, give a rationale for the use of deceptive or covert research</b>	
Please read the CSM Ethics Framework for guidance if 'yes'	

<sup>1</sup> An Approved Protocol is one which has been approved by Cardiff Met to be used under supervision of designated members of staff. For details of protocols in use in your School or Unit, contact your Ethics Coordinator

A6 Will the project have security sensitive implications?	No
A7 If yes, please explain what they are and the measures that are proposed to address them	

<b>B PREVIOUS EXPERIENCE</b>
B1 What previous experience of research involving human participants relevant to this project do you have?
<i>Completed MKT7003</i>
<b>B2 Student project only</b> What previous experience of research involving human participants relevant to this project does your supervisor have?
My research supervisor is Dr Tahir Mushtaq. Dr Tahir has been a research active academic for the past 4-6 years. His research portfolio focuses on neuro-marketing and the impact of confidence on consumer purchase intentions. His research has adopted a mixed-methods approach and is therefore experienced in both quantitative (SPSS, Brain Voyager and SEM) and qualitative (thematic analysis and hermeneutics) data collection and analysis approaches.

<b>C POTENTIAL RISKS</b>
C1 What potential risks do you foresee?
<p>A risk of not getting enough responses</p> <p>A risk to the participants would be the confidentiality of the data they provide could be compromised.</p> <p>Participants could be harmed by or upset by providing the information.</p> <p>A risk that there could be brand damage to the university through the research process</p> <p><i>Participants may be inclined to respond in a certain way based on social desirability bias or other factors. This could lead to skewed or inaccurate results.</i></p> <p><i>Participants may be concerned about their privacy and the confidentiality of their responses. They may be hesitant to share personal information or sensitive data, which could lead to incomplete or inaccurate survey results.</i></p>
C2 How will you deal with the potential risks?

A risk of low response rates can be mitigated by distributing the questionnaire on additional social media platforms and/or using snowball sampling.

The front page of the questionnaire will ask for consent and state terms of participation and confidentiality. Completion of the questionnaire is taken as consent; participants can withdraw at any time.

The questionnaire and or interviews will not contain any questions that reveal the identity of the participant and will insure anonymity throughout. If participants feel uncomfortable during any part of the research gathering process withdrawal from the process can be immediate.

All raw data will be held on a secure password protected external hard drive and paper copies will be kept in a locked cupboard. Access to the raw data will be restricted to the researcher.

Potential brand damage to the university can be avoided by conducting the research in a professional manner at all times

All participants will be notified that the researcher will have sole access to the data collected. An exemplar information sheet, exemplar participant consent form and exemplar participant withdrawal form are available via the research section of the Cardiff Met website (see section on Ethics Governance). These are based on good practice and will be useful in the majority of cases. However, it is recognised that in some cases a project will be subject to requirements from an external body. Use of these exemplars is therefore not obligatory.

When submitting your application you **MUST** attach a copy of the following:

- All information sheets
- Consent/assent form(s)
- Withdrawal of consent form

An exemplar information sheet, exemplar participant consent form and exemplar participant withdrawal form are available via the research section of the Cardiff Met website (see section on Ethics Governance). These are based on good practice and will be useful in the majority of cases. However, it is recognised that in some cases a project will be subject to requirements from an external body. Use of these exemplars is therefore not obligatory.

## 7.4 CMU Participant Information Sheet

### **PARTICIPANT INFORMATION SHEET – GUIDANCE FOR RESEARCHERS**

**Study Title:** An analysis of customer retention strategies in e-commerce fashion business in the UK: A case study of Primark

#### **Invitation paragraph**

We would like to invite you to take part in the above-named research study. Before you decide whether or not to take part, it is important for you to understand why the research is being done and what it will involve. Please therefore take time to read the following information carefully.

#### **What is the purpose of the study?**

The purpose of conducting this research on customer retention strategies in e-commerce fashion business, specifically in the UK with a case study of Primark, is to analyze and evaluate the effectiveness of different strategies implemented by Primark to retain its customers in the e-commerce fashion market. The research aims to provide valuable insights into the key factors influencing customer retention in this sector, the challenges faced by e-commerce fashion businesses in the UK, and the best practices used by Primark to overcome these challenges. Additionally, the research intends to identify potential areas of improvement for Primark and offer recommendations for enhancing customer retention strategies in this competitive industry.

#### **Why have I been invited to participate?**

You have been invited to participate in the study because you are a potential participant who meets the eligibility criteria for the research project. The study aims to conduct research on customer retention strategies in e-commerce fashion business, specifically in the UK with a case study of Primark.

Your participation is crucial to the success of the study as it will help us to understand the challenges that e-commerce fashion businesses (Primark) faces and identify opportunities to improve its customer retention strategies in the UK. Your input will be valuable in shaping the insights and recommendations that will be provided to Primark and other e-commerce fashion businesses.

We appreciate your interest in this research project and we look forward to hearing your valuable insights and opinions

#### **Do I have to take part?**

Participation in the project is voluntary, and you will be required to complete and sign a Participant Consent Form before getting involved.

You have the right to withdraw from the project at any time. However, please note that the timing of your request may affect what actions we can take. For instance, once we have anonymised and analyzed the data, it may not be possible to retrieve specific participant data.

If you decide to withdraw, a Participant Withdrawal Form is available, which provides more information on the actions that the university will take following your request.

**Are there any risks associated with taking part?**

It is safe to participate in this research; data will be securely stored on a secure university OneDrive account. If you have any queries or worries about participating, please do not hesitate to contact us at your earliest convenience. Email [st20220198@outlook.cardiffmet.ac.uk](mailto:st20220198@outlook.cardiffmet.ac.uk)

**Are there any benefits associated with taking part?**

Yes, there may be benefits associated with taking part in the research study. These benefits can include the opportunity to share your knowledge and opinions on the retention of customers in Primark and help improve marketing practices to improve it. Additionally, you may gain insights and knowledge from other participants, which can be useful in your personal or professional life.

Furthermore, participating in the study can be personally rewarding and give you a sense of satisfaction by contributing to a research project that has the potential to bring about positive changes in the fashion e-commerce industry.

However, please note that the benefits of participating in the study may vary, and we cannot guarantee any direct personal benefits from taking part.

**What will happen to the results of the research project?**

The results of the research project will be used to analyze the challenges that Primark faces while retaining the customers.

The findings will be presented in a final report, which will be made available to Primark and other stakeholders in the industry. Additionally, the research may be presented at academic conferences or published in academic journals.

**How will my data and my privacy be protected?**

All data collected in the study will be kept confidential and anonymized to protect participants' privacy. The data will be securely stored and accessible only to the research team. Any information used in publications or presentations will be anonymized and will not identify individual participants.

Participants will be provided with a summary of the research findings upon request.

Confidentiality will be maintained throughout the study. Your personal details will be kept private, and stored on a secure university student OneDrive account, which will be kept (until August 2024).

We will only collect data which is required for completion of the study.

**Who is involved in the project?**

Explain that you are conducting the research as either a student or member of staff at Cardiff Met.

State the names and affiliations of the research team members.

Give details of any funders of the project.

State that the project has been approved by [insert name of the Ethics Committee which gave approval].

**If I have any questions, who should I contact for further information?**

I am conducting the research as a student at Cardiff Met, with my supervisor, Dr Tahir Mushtaq

The project has been approved by The Cardiff Met School of Management Ethics Committee.

**If I have any questions, who should I contact for further information?**

Please Email [st20220198@outlook.cardiffmet.ac.uk](mailto:st20220198@outlook.cardiffmet.ac.uk)

Thank you

## **PARTICIPANT CONSENT FORM**

**Reference Number:** 2202.23DE0863

**Participant name or Study ID Number:** 20220198

**Title of Project:** *An analysis of customer retention strategies in e-commerce fashion business in the UK: A case study of Primark*

**Name of Principal Investigator:** *Dr Tahir Mushtaq*

**Name of person taking consent:** John Olatunde Ologunbe

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**Participant to complete this section: Please initial each box.**

1. I confirm that I have read and understood the information sheet for this study. I have had the opportunity to consider the information, ask questions and have had these answered satisfactorily.	✓
2. I understand that my participation is voluntary and that I am free to withdraw at any time during the data collection period, without giving any reason.	✓
3. I understand that once data collection has been completed, I may request withdrawal of my data from the study at any time prior to completion of data analysis without giving any reason. 25/07/2023	✓
4. I understand that once data analysis has been completed, I have the right to be forgotten and can request erasure of personal data recorded during this project. I further understand that beyond it will be necessary for the university to retain non-personal data for verification purposes until	✓
5. I agree to take part in the above study.	✓
The following statements could also be included on the consent form if appropriate:	
I agree to the interview / focus group / consultation being audio recorded.	✓
I agree to the interview / focus group / consultation being video recorded.	✓
I agree to the use of anonymised quotes in publications.	✓

Signature of participant: John Olatunde Ologunebi	Date: 09/07/2023
Signature of person taking consent: John Olatunde Ologunebi	Date: 09/07/2023

Any information you provide will be treated in accordance with data protection principles for the purposes specified within the Participant Information Sheet. Cardiff Metropolitan University will process your personal data in line with Article 6(1)(a) and Article 9(2)(a) of the General Data Protection Regulation 2018 which specifies that your personal data can only be processed with your explicit consent. By signing this form and ticking the boxes above you are confirming that you have understood the reasons for obtaining your data and you are happy for the study to proceed. Please note that you have the right to withdraw consent at any point. Should you wish to invoke that right please contact email: st20220198@outlook.cardiffmet.ac.uk

A Participant Withdrawal Form is available from the [Cardiff Met website](#)

## **PARTICIPANT WITHDRAWAL FORM**



**Reference Number:** 2202.23DE0863

**Participant name or Study ID Number:** 20220198

**Title of Project:** *An analysis of customer retention strategies in e-commerce fashion business in the UK: A case study of Primark*

**Name of Principal Investigator:** *Dr Tahir Mushtaq*

**Name of the person to whom this form should be submitted:** [TMushtaq@cardiffmet.ac.uk](mailto:TMushtaq@cardiffmet.ac.uk) *Tahir Mushtaq*

**Participant to complete this section. Please initial one of the following boxes:**

1. I confirm that I wish to withdraw from the study before data collection has been completed and understand that any data collected about me up to this point will be withdrawn.	
2. I confirm that I wish to withdraw from the study after data analysis has started and understand that all data from which I can be identified will be withdrawn.	
3. I confirm that, although the data analysis for the project has already taken place, I wish to request to be forgotten. I understand that GDPR states that research studies are exempt from the right to be forgotten where this is “likely to render impossible or seriously impair the achievement of the objectives” and that my request will be considered by the University with this in mind. The University will endeavour to take every possible measure to comply with the request without impairing the research	

Your name is required to verify that you have withdrawn your data from the study as specified above. In the case of (3), above, we will need to retain this form until *November 2024*

It may be necessary to share this information with internal examiners, external examiners, and / or journal editors for the purposes of verification of findings and tracing results of studies to the raw data used.

This form will be stored securely until *November 2024* when it will be destroyed, and will not be shared with anyone else.

Name and Signature of participant:  John Olatunde Ologunbebi	Date: 09/07/2023
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Name and Signature of person who will ensure that the stated data have been deleted: John Olatunde Ologunbebi	Date: 09/07/2023
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**Cardiff School of Management  
Cardiff Metropolitan University**

An analysis of customer retention strategies in e-commerce fashion business in the UK: A case study of Primark

This project has received the approval of Cardiff School of Managements' Ethics Committee, Cardiff Metropolitan University With Approve Code 2202.23DE0863

I understand that my participation in this project will involve completing a questionnaire about customer retention strategies in e-commerce fashion business, specifically in the UK with a case study of Primark, is to analyze and evaluate the effectiveness of different strategies implemented by Primark to retain its customers in the e-commerce fashion market. which will take approximately 15 minutes of my time.

I understand that participation in this study is entirely voluntary and that I can withdraw from the study at any time without giving a reason or I can discuss my concerns with

**Participant** John Olatunde Ologunbebi (email: [st20220198@outlook.cardiffmet.ac.uk](mailto:st20220198@outlook.cardiffmet.ac.uk))

**Principal Investigator:** *Dr Tahir Mushtaq* (email: [TMushtaq@Cardiffmet.ac.uk](mailto:TMushtaq@Cardiffmet.ac.uk)).

## 7.5 Survey Questions & Data Summary

I understand that any identifying information provided by me will be held confidentially, such that only the **Principal Investigator: Dr Tahir Mushtaq** can trace this information back to me individually.

I understand that my data will be stored on password protected computers, anonymised after completion of the survey and that no one will be able to trace my information back to me. The raw data will be retained for five years when it will be deleted/destroyed.

If you are 18 years of age or over, understand the statement above and freely consent to participate in this study please tick the consent box to proceed.

**consent box**

**Thank you very much for helping us with this project and participating in the research**

### **Customer Retention Survey Questionnaires**

#### **Demographic questions:**

1. What is your gender?
  - Male
  - Female
  - Other
  
2. How old are you?
  - 18–25
  - 26–35
  - 36–45

- 45 +

3. What is your nationality?

- English
- Welsh
- Scottish
- Other:

4. Have you ever shopped at Primark's online store?

Yes  No

5. How often do you shop for fashion items online?

Once a month  Twice a month  3 times a month  More times

**Customer satisfaction:** Thinking about Primark brand, please indicate how much you agree or disagree with each of the following statements;

	Very Strongly Agree	Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strong Disagree	Very Strongly Disagree
I am satisfied with the overall online shopping experience at Primark	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am likely to recommend Primark's online store to others	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Are you satisfied with the range of products available on Primark's online platform?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Do you feel that Primark's website is user-friendly and easy to navigate?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

How satisfied are you with your overall online shopping experience with Primark?

- Extremely dissatisfied
- Somewhat dissatisfied
- Neither satisfied nor dissatisfied
- Somewhat satisfied
- Extremely satisfied

How would you rate the customer service and support provided by Primark for your online shopping queries or concerns?

- Terrible
- Poor
- Average
- Good
- Excellent

Have you ever encountered any difficulties or issues while shopping on Primark's website?

- Yes
- No
- If yes, please elaborate.

**Primark's implementation of personalized product recommendations and targeted marketing campaigns:** Thinking about Primark brand, please indicate how much you agree or disagree with each of the following statements;

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Q26

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How likely are you to continue shopping with Primark after receiving personalized product recommendations?

- Extremely unlikely
- Somewhat unlikely
- Neither likely nor unlikely
- Somewhat likely
- Extremely likely

Have you noticed any improvement in your shopping experience with Primark since they introduced personalized product recommendations?

- Definitely not
- Probably not
- Might or might not
- Probably yes
- Definitely yes

---

Do you feel that Primark's targeted marketing campaigns are relevant to your fashion preferences?

- Definitely not
- Probably not
- Might or might not
- Probably yes
- Definitely yes

How likely are you to make a purchase based on a targeted marketing campaign from Primark?

- Extremely unlikely
- Somewhat unlikely
- Neither likely nor unlikely
- Somewhat likely
- Extremely likely

Are you more inclined to shop for fashion items online now that Primark has implemented personalized product recommendations and targeted marketing campaigns?

- Definitely not
- Probably not
- Might or might not
- Probably yes
- Definitely yes

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How satisfied are you with Primark's implementation of personalized product recommendations and targeted marketing campaigns?

- Extremely dissatisfied
- Somewhat dissatisfied
- Neither satisfied nor dissatisfied
- Somewhat satisfied
- Extremely satisfied

**Utilization of data analytics and technology-driven strategies by Primark:** Thinking about Primark brand, please indicate how much you agree or disagree with each of the following statements;

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Q20

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Are you familiar with Primark's use of data analytics and technology-driven strategies?

- Definitely not
- Probably not
- Might or might not
- Probably yes
- Definitely yes

Have you noticed any improvements in customer retention rates since Primark started implementing these strategies?

- Definitely not
- Probably not
- Might or might not
- Probably yes
- Definitely yes

Do you believe that data analytics and technology-driven strategies can lead to improved customer retention rates in the e-commerce fashion industry?

- Definitely not
- Probably not
- Might or might not
- Probably yes
- Definitely yes

Are you more likely to continue shopping with a brand that uses data analytics and technology-driven strategies?

- Definitely not
- Probably not
- Might or might not
- Probably yes
- Definitely yes

How important is it for an e-commerce fashion brand to use data analytics and technology-driven strategies in order to improve customer retention rates?

- Not at all important
- Slightly important
- Moderately important
- Very important
- Extremely important



Have you personally experienced better customer retention rates with Primark compared to other e-commerce fashion brands?

- Definitely not
- Probably not
- Might or might not
- Probably yes
- Definitely yes

We thank you for your time spent taking this survey.

Your response has been recorded.