Consumer’s perception of International Quick Service Restaurants in Nigeria:

A case study of Kentucky Fried Chicken (KFC)

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ABSTRACT

This research presents vigorous and unique insight into an international fast food restaurant brand operating in Nigeria as perceived by Nigerian consumers. Has the fast food culture in Nigeria is fast expanding due to continuous urbanization growth, increasing affluence, coupled with the fact that more women were joining the work force. These changes in lifestyles and demographics throughout the country have resulted in ever increasing demand for fast food restaurants over the last 25 years.

Although many more local fast food restaurants have sprung up as a result of continuous demand, however, while new local entrants finds it difficult to survive and growth in some of the existing local fast food brands remain stagnant or struggling, international brands were thriving.

This research study therefore, sought to assess the perceptions of customers of these international brands using KFC has a case study with factors that could influence their buying decisions. The data collected through the questionnaire showed that the majority of the consumers have positive perception towards international brands more likely as quality is believed to be a prerequisite to brands that are globally available.

Both secondary and primary research methods were employed. A total of 120 customers were randomly selected from 12 KFC outlets in 3 cities out of 5 KFC is present and administered a 27–item structured questionnaire in which all were found useable. The results of this study provide KFC, and in fact all other fast food restaurants in Nigeria; particularly local brands and future potential international brands that might want to enter the market with an understanding of consumers’ perception and expectation of any fast food restaurant.
CHAPTER ONE: INTRODUCTION
1. INTRODUCTION

1.1 BACKGROUND TO THE STUDY

The first introduction of fast foods to Nigerians within the context of what is obtained in the Western world was by the United African Company (UAC) when they opened the first MR. BIGGS restaurant in 1987, since the introduction, consumer acceptance of fast food has continued to increase and many more fast food restaurants have sprung up like; Tantalizers, Sweet Sensation, Tasty Fried Chicken, Chicken Republic, Mama Cass, Munchies etc. However, Fast food in the traditional sense is not new to Nigeria. These include fried/roasted plantain (boli), roasted/fried yam (dundun), fried bean cakes (akara), beef kebab (suya meat), roasted/cooked corn, and some local drinks, and has been an age-old feature of many Nigerian towns serving snacks for those on the go, which continue to be patronized.

With a present population of over 160million and according to the U.S Bureau of census: International database, measured by numbers of new consumers, Nigeria is one of the fastest growing nations in the world, expected to be the fourth by 2050 surpassing the likes of Japan, Brazil and Pakistan. As most of this population migrate to the already crowded cities, increased urbanization and changing work roles has contributed significantly to the growth of fast food restaurants in Nigeria.

According to Larry Etta-The Group Managing Director and Chief Executive Officer United African Company (UAC), “an increasingly supportive business environment resulting from continued political and macro-economic stability coupled with growth positive policies and initiatives makes Nigeria an attractive destination for Quick Service Restaurant (QSR) business”. The industry has continued to witness rapid growth especially with big entrant of international brands; Kentucky Fried Chicken (KFC®) in 2009, in 2012, three major US brands, Johnny Rockets, Domino’s Pizza and Cold Stone Creamery entered the Nigerian market too, and rumours of MacDonald’s to come in soon.

While new local entrants finds it difficult to survive and growth in some of the existing local fast food brands remain stagnant or struggling; obvious with the latest news that the South African Group fast-food franchise ‘Famous Brands’ has bought 49% of ‘Mr Bigg’s’ chain, the Quick Service Restaurant pioneer in Nigeria (Business Day, 2013), foreign brands continue to thrive, In just about four years in Nigeria, KFC has expanded so rapidly to twenty-five outlets across the country and is now the fastest growing quick service restaurant
brand in the country, with further plans of expansion (www.kfc-ng.com). This growth trend is expected to continue over the foreseeable future and is already having a spill over effect on other industry sectors.

1.2 THE EVOLUTION OF THE NIGERIAN QUICK SERVICE RESTAURANT INDUSTRY

Restaurants have been around in some form for most of human civilization. But they usually catered to travellers. As far back as ancient Greece and Rome, inns and taverns generally served food to people who had a reason to be away from home. McDonald's was the first restaurant to use the assembly-line system and opened their redesigned restaurant in 1948, and several fast-food chains that exist today opened soon after. Burger King and Taco Bell got their start in the 1950s, and Wendy's opened in 1969. Some chains, like Carl's Jr., KFC and Jack in the Box, existed before the Speedy Service System, but modified their cooking techniques after its debut. McDonald's, which started it all, is now the world's largest fast-food chain. In his best-selling book ‘Fast Food Nation’, Schlosser (2001) stated that Americans spend more money on fast food than on higher education, personal computers, computer software or new cars. The quick service restaurant industry was designed around the concept of providing fast and convenience dining experiences at a relatively low cost.

The quick service restaurant is popularly known in Nigeria as fast food restaurant, it has a long history before it became what it is today, Nigerians have been used to eating on the go with hawkers on the streets, motor parks, bus stops, toll gates and even in traffics all selling one form of snacks or the other, either to travellers, people that couldn’t afford to have a proper meal at home or those that are just too busy to cook because of the nature of their jobs. This trend became the genesis for small restaurants popularly known as ‘Bukka’, as demand to eating out grew, these Bukkas cropped up all across Nigeria cities to serve the growing demand. They generally serve Nigerian traditional dishes either in open-air areas or in low-cost small rudimentary dining buildings at relatively cheap prices, and as a result they have gained popularity among the Nigerian urban masses and its size is estimated at $600-750 million a year (Business Wire, 2011).
By 1987, this informal fast food (Bukka) sector has now been complimented by modern Nigerian fast food restaurants with Western-orientation, with the introduction of the Mr Biggs by UAC foods to cater for a more up-market consumer with western tastes. Unlike the Bukka which tend to vary in quality and service, modern fast food restaurants place an emphasis on cleanliness, hygiene and comfort. Care is taken with food handling and the dining environment is kept clean, air-conditioned and furnished with comfortable seating and premium television. These restaurants serve western snacks and fast foods such as meat pies, burgers, fries and ice cream together with traditional Nigerian dishes.

The Fast Food industry in Nigeria today is a beehive of activities and is gaining a lot of attention both within and outside the country. There has been continuous urbanization growth in Nigeria, as more people choose to settle in Nigeria's crowded cities, the time to prepare meals at home has become lesser, coupled with the fact that more women were joining the work force which changed their traditional roles from a full stay home house wives. These changes in lifestyles and demographics throughout the country have resulted in ever increasing demand for fast food restaurants over the last 25 years.

Vikram Varma (Marketing Head, KFC), “Quick service restaurant functions differently in different parts of the world”. For instance, QSR is very developed in South Africa and you will find a lot of international brands trying to compete for consumers’ wallets and market shares. In Nigeria, however, there are lots of local a brand that pioneered the industry and have been on ground for a long time, but in recent times international brands are now coming in and the game has now been raised. Today there are numerous QSRs both local and foreign operating in Nigeria, these include Tantalizers, Sweet Sensation, Nando’s, Tasty Fried Chicken, Pizza Hut, Chicken Republic, Mama Cass, Munchies, KFC, Domino Pizza etc. With the likes of Mr. Biggs, Tantalizers and Tasty Fried Chicken are now listed on the Nigerian Stock Exchange (NSE) and according to the Association of Fast Food and Confectioners of Nigeria (AFFCON, 2013), quick service restaurant in Nigeria, now contributes an annual revenue of N200 billion ($1.25B) into the growth of the economy employing over half a million workers.

Fast food restaurants in Nigeria today have experienced rapid growth over the past decade, with almost 30% year-on-year to reach total revenue of around $400 million from around 800 outlets in 2009 (most of which are located in Lagos). However, over the medium-term (2010
2015), disposable income is forecast to grow due to continued high oil prices which will lead to a preferential shift away from informal fast food vending. Consequently, the modern fast food restaurant sector is expected to expand away from Lagos where half currently operate into other Nigerian cities (Business wire, 2011).

1.3 OVERVIEW OF KFC NIGERIA

KFC is part of Yum! Brands, Inc. and every day, more than 12 million customers are served at KFC restaurants in 109 countries and territories around the world. KFC operates more than 5,200 restaurants in the United States and more than 15,000 units around the world through franchising. KFC is world famous for its Original Recipe fried chicken -- made with the same secret blend of 11 herbs and spices Colonel Harland Sanders perfected more than a half-century ago.

Around 2007, following significant success in the South African market and its neighbouring countries, such as Namibia, Botswana and Swaziland, KFC earnestly started to consider opportunities in the rest of the continent. Keith Warren (Managing Director KFC Africa) says that Nigeria, with its population of over 150 million people, was a natural choice. And in December 2009, KFC opened its first branch in Lagos, Nigeria. The brand made an in-road into the market with her flag-ship store located at City mall, Onikan, Lagos on the 14th of December 2009. Years after, the growth has been phenomenal with KFC stores now all around the country with a huge expansion plan in place.

According to Warren, KFC was very well received in Nigeria. “Our original development plans for Nigeria were quite conservative, but within six weeks the franchisees were saying, ‘they are now going to build as many stores as possible’. Their confident was based on the finding that the only limiting factor they’ve got in Nigeria was actually chicken supply, and finding suppliers who are able to meet their global quality standards in sufficient quantity.” Today after just four years in Nigeria KFC has expanded to close to thirty outlets.

KFC is using technology for its back-end operations in Nigeria to ensure that their products are of high and international standard. As such, what they offer in Nigeria is not different from what KFC offers in developed countries such as the United Kingdom and United States, as well as other African countries like South Africa. They are also leveraging Information
Technology by deploying electronics menu boards in Nigeria. Apart from enhancing customer service, it offers a much greater degree of flexibility in product pricing.

1.4 RESEARCH OBJECTIVES
The main objective of this quantitative research is intended to highlight factors influencing Nigerian consumers’ perception to buy from the international QSR brands such as KFC that has led to its success.

Following the identification of the research problem, the next step is to generate specific research objectives. The researcher highlighted the following objectives:

- To evaluate if consumer expectations are simply changing.
- To identify factors influencing customer buying decision of international quick service restaurant brands in Nigeria.
- To assess the customers perception of the international quick service restaurant brands.

1.5 RESEARCH QUESTION
According to Saunders et al., 2007, the key criteria of successful research will be whether there has been a set of clear conclusions drawn from the data collected. The importance of having a clear research questions defined at the beginning of the research process cannot be overemphasised. Thus, the research question of this study is:

- How do consumers of quick service restaurants perceive an international brand such as KFC?

1.6 RESEARCH HYPOTHESIS
A hypothesis can be defined as the testable proposition about the relationship between two or more events or concepts Saunders et al; (2007). The following hypotheses were formulated to test the perceptions of customers about international brands of quick service restaurants. This study is designed to assess the hypothesis that;
H1. Consumer perception has great significant impact on KFC success.

H2. There is a relationship between perceived quality and international brands.

1.7 CONTRIBUTION OF THE STUDY
The research would definitely contribute to the knowledge of academic and business purposes. But more importantly, the findings of this research will be useful;

- For KFC to know more of what its customers present and future expectations are.
- For potential QSR international brands to see how viable the Nigeria market is.
- For local brands to learn how to level up their game in order to remain relevant in this fast growing industry.

1.8 RECIPIENT OF THE RESEARCH
The primary recipient of this research dissertation entitled: “Nigeria consumers’ perception of International Quick Service Restaurants: A case study of Kentucky Fried Chicken (KFC)”

- Dublin Business School
- The Liverpool John Moore University
- The researcher supervisor
- KFC Nigeria

1.9 ORGANISATION OF THE DISSERTATION
The dissertation is divided into six chapters, details below accordingly;

- Chapter One- Introduction: It’s a brief outline of the research background, objectives and what the research intends to achieve.
- Chapter Two- Literature Review: This chapter starts with an introduction of the general research and further discussions that relates to the research topic which helps to understand importance of consumer perceptions and, also factors influencing it.
• Chapter Three- Research Methodology: This chapter outlines the details and explanation of the research method and, the underlying principles for selecting the research strategy, methods, design and techniques.

• Chapter four- Data analysis and Findings: This chapter presents the data analysis and findings from the primary research conducted during the research.

• Chapter Five- Conclusions and Recommendations: This chapter highlights and gives a summary of main findings in relation to the original aim of main study and also gives appropriate recommendations based on the analysis and conclusions drawn from research findings.

• Chapter Six- Self Reflection: This chapter give an analysis of self-reflection on learning throughout the course of this research. It would also be a representation and an evaluation of the researcher’s skills and development throughout the researchers master’s degree programme.
CHAPTER TWO: LITERATURE REVIEW


2. LITERATURE REVIEW

2.1 INTRODUCTION

Relevant literature will be undertaken to provide an overview of the secondary data referred for the development of this research project in this chapter. The chapter provides readers with a detailed overview of the different facets of this study; in the former part of the chapter consumer perception is discussed in details and the later part looks at different factors that influence consumer behaviour. The chapter close with an examination of Nigerian consumer buying behaviours.

2.2 CONSUMER PERCEPTION

The goal of perception is to take in information about the world and make sense of it. It is the process by which sensations are selected, organized and interpreted and its study focuses on what is added to these sensations in order to give meaning to it (Solomon, 2002, pg.42). However, it would be a wrong assumption to think that everyone sees the world the same way. According to Schiffman, Kanuk and Hansen (2012, pg.159), two individuals may be exposed to the same stimuli under the same apparent conditions, but how each person recognises, selects, organises and interprets this stimuli is highly individual process based on each person’s own needs, value and expectations. Hanna and Wozniak (2013), an individual’s frame of reference affects the way he or she interprets sensation. For example, two friends may go to see the same movie but leave with different interpretation of the film. Their frame of reference, experience and interpretations are among the factors that influence their evaluation. Not only may different people perceive the same stimulus differently, but the same person may also perceive a given object or situation differently at various times or under different scenarios.

Ivan Rankin (2012), sensory impressions arise as a result of the interaction between stimuli in our environment and our sensory organs, these impressions are transformed into a representation in our nervous system. While Schiffman, Kanuk and Hansen (2012, pg.159), simply define ‘perception’ as the process by which an individual selects, organises and interprets stimuli into a meaningful and coherent picture. However, throughout there has been no single agreed definition of what perception is, it is differently defined in academic disciplines. In psychology it is defined as a single unified awareness derived from sensory
processes while a stimulus is present or the act or faculty of perceiving, or apprehending by means of the senses or of the mind; cognition; understanding. However, computer scientists trying to create artificially intelligent systems have discovered just how complicated the process of perception is. Neuroscientists have estimated that the areas of our brain responsible for visual processing occupy up to half of the total cortex space (Tarr, 2000).

The ability to see, hear or become aware of something through the senses, Taking in your surroundings through sight, sound, taste, touch and smell give the perception of everything around you. It can also be defined as the way in which something is regarded, understood or interpreted (Anana and Nique 2010). More so, individual act and react on the basis of their perception, not on the basis of objective reality (Schiffman, Kanuk and Hansen 2012, pg.158). Hanna and Wozniak (2013) then argued that, perception may not be what you think it is. They suggested that perception is not just a collection of inputs from our sensory system. Instead, it is the brain's interpretation of stimuli which is based on an individual's genetics and past experiences. Although the senses do play a major role in our comprehension of events, our interpretation of a sensation may lead to false perception. Perception is highly subjective and therefore easily distorted.

Govind (2013) Individual act and react on the basis of their perceptions, not on the basis of objective reality. Thus, perceptions are much more important. Perception can be described as “How we see the world around us” or as the process, by which an individual selects, organizes, and interprets stimuli in to a meaningful and coherent picture of the world. Customers are individuals, and each customer perceives things differently in the same situation. However, consumer perceptions are those processes that shape and produce what one actually experiences (Reisinger and Wryszak, 1994). Anana and Nique (2010, p. 9) state that the term ‘perception’ corresponds to the attributes that consumers value the most in a set of choice alternatives.
2.3 IMPORTANCE OF CONSUMER PERCEPTION IN BUSINESS

In business world, no business exists without customers and business must have its own customers- those who buy, use, or benefit from whatever it is a company produce or deliver- which is the most important thing for any business (Bill Stinnett, 2004 pg. 6), therefore, customers remain the most valuable assets of any business. In the philosophical words of Peppers and Rogers “The only value any company will ever create is the value that comes from its customers – the ones you have now and the ones you will have in future

Businesses around the world today understands the importance consumer perception have on their businesses and they are beginning to think like customers in order to have a better understanding of what motivates purchase. The major difficulty they face is that they respond to an unknown but complex environment, sometimes, based on an opportunistic response to market (Bradley, F. 2005). Stinnett (2005) then explained that it is only when the customers’ perceptions of the business, the products and the services are known; that you truly know whether or not the business is going in the right direction. Customers see businesses through a lens that colour their perception and the way they interprets value. Basically, customers don’t just choose one vendor over the other by accident; they choose for specific reasons that they value (Stinnett, 2005 pg.62). According to Stinnett, there are three sources of these values; Company (reputation, longevity, brand recognition, location and size), People (competence, responsiveness, domain expertise, client focus etc.), Solutions (added services, technical advantages, functional fit, total cost ownership).

Moreover, businesses stay in business by attracting and retaining customers and strategically honouring the customer, aims at building a lifelong relationship and tactically honouring the customer aims at satisfaction with every interaction (Gerald, M. and Steven, M. 2004, pg. 6). Doole and Lowe (2005, pg. 126), suggests that even when organizations make promises and deliver their position stance, they must test whether their performance delivers against the promises and against customer perceptions. Rather than attempting to influence consumers, the most successful organisations developed marketing programs influenced by consumers (Blackwell, Miniard and Engel, 2006, pg. 8)

In thinking about customer perceptions Hoffmann (2003) notes that what irritates customer most about business services are apathy, brush-off, coldness, condescension and robotism. If a customer’s experience of a product or service does not conform to their perceptions or if the
reality of the product or service contradicts the image that they have then they will be disappointed and will likely not stay loyal to the company, brand or product (Doole and Lowe, 2005, pg. 126). However ‘it is not the actual value of what is been sold, but the customer’s perceived value that really matters (Stinnett, 2004). As beauty is in the eyes of the beholder so is value in the eye of the customer, which means value place on any product or service by two people might be different.

2.4 FACTORS INFLUENCING CONSUMER PERCEPTION

According to Blackwell, Miniard, Engel (2006), in terms of motivation for purchase, products or services are either purchased to fulfil informational needs (also called think products) or transformational needs (also called feel products). However, the kind of motivation that drives the purchase of product influence to a large extent how one reacts and responds to the process. Customer perceptions are influenced by many external and internal factors such as cultural, social, psychological and economic factors, making the way in which customer perceives products and service highly subjective (Reisinger and Wryszak, 1994). Marieke de Mooij (2004, pg. 195), people learn the “rules of seeing”, and these are not universal principles but are formed by natural and social environments that teach us both what to look at and how to look.

Several researchers (Dash et. al, 1976; Lumpkin et al. 1985; Bell et al., 1998; and Tang et al., 2001) have established the importance of perceived quality, price-consciousness, pre-purchase information, perceived utility, positioning and advertisement in influencing the buying behaviour of the consumers. This can be attributed on account of level of involvement which reflects individual basic values, goals and self-concept (Engel and Blackwell). Consumer perception theory attempts to explain consumer behaviour by analysing motivations for buying or not buying a particular item(s). A Means- End chain model relating to; Price, Perceived Quality, and Perceived Value have been often used in marketing strategies. A means-end chain is a model that seeks to explain how a product or service selection facilitates the achievement of desired end states. Means are objects (products) or activities in which people engage. Ends are valued states of being such as happiness, security,
accomplishment (Gutman, 1982). The elements of the means-end chain represent the major consumer process that link values to behaviour (Marieke de Mooij 2004, p9. 234)

2.4.1 PRICE
By definition, Price can be described as the amount of money a customer has to pay or exchange in order to receive a good or service (Banes, et al, 2011, pg. 331). It is by far considered as one of the most important factors affecting the consumers’ perception of a product all over the world. Lichtenstein, Ridgway and Netemeyer (1993) as cited by Chankarachan (2013), also suggested that undoubtedly price is one of the most important product information cues and its perception- is simply the process by which consumers interpret price and attribute value to a good or service. How a customer perceives price, either as high, low or fair will have a strong influence on both purchase intentions and purchase satisfaction (Schiffman and Kanuk, 2007).

How a company prices its products depends on its pricing objectives and such objectives could be marketing based, e.g. pricing to achieve a certain market share or to position the brand so that it is perceived to be of a certain quality (Banes et al, 2011, pg. 340). A high-priced item may be perceived of being high in quality because of the image created by manufacturers through advertising. Similarly, a global product may be perceived to be of superior quality as quality is believed to be a prerequisite for international acceptance.

Kurtulus and Okumus (2010), price provides a clear indicator of product or service costs. Thus economic theory also assumes that buyers have sufficient and accurate information about prices. But the truth remains that buyers try to maximize their benefits when they were choosing among available brands in the related product category. However, for price consciousness consumers, price has more influential role in their buying process.

2.4.2 PERCEIVED QUALITY
Perceived quality could be defined as ‘the standard of something as measured against other things of similar kind; general excellence, archaic high social standing (Baines et. al 2011). Consumers’ perceptions are enhanced with increasing levels of quality they perceive and lowered with increasing levels of sacrifice they feel. Consumers use a different number of
cues to infer quality, including brand name, price, and sometimes their own estimates of how much money has been put into new products advertising campaign (Solomon, 2002, pg. 305).

Customers perceived quality of a product or service is based on a variety of informational cues (these cues are either intrinsic or extrinsic) that they associated with such products or services (Schiffman and Kanuk, 2010). Micuda and Dinculescu (2010) also noted that attributes that signal quality have been dichotomized into “intrinsic” and “extrinsic” cues. Intrinsic cues are of physical characteristics such as flavour, colour, size, texture). However, more often than not, they use extrinsic characteristics to judge quality. For example, consumers that claim to buy a brand because of its super taste were unable to identify that brand in blind taste test (Schiffman and Kanuk 2010, pg. 196).

Consumer perception of quality is generally measured in terms of product and services and according to Noel (2014), products are items purchased for specific use, while services are activities that deliver its benefits. Restaurants are good example offering both products (food) and services. Solomon (2002, pg. 306), although everyone wants quality, but it has become unclear what it means with almost all companies claiming to provide it and marketers using the word “quality” as a catchall term for “good”. With its wide and imprecise usage, its attribute threatens to become a meaningless claim.

2.4.3 PERCEIVED VALUE

Perceived product value has been described as the trade-off between the products’ perceived benefits or quality and the perceived sacrifice; both in monetary and nonmonetary- necessary to acquire it (Schiffman and Kanuk, 2010). According to Schiffman and Kanuk, customer value can be thought of as a ratio between the customers’ perceived (economic, functional and psychological) and resources (monetary, time, effort, psychological) used to obtain those benefits. Perceived value is relative and subjective.

In the absence of knowledge, studies have shown that consumers rely on price as an indicator of product quality and view more expensive products as higher quality and value. For example, in Nigeria, a high-priced item may be perceived of being high in quality because of the image created by manufacturers through advertising. Similarly, a global product may be perceived to be of superior quality as quality is believed to be a prerequisite for international
acceptance which makes consumers create a high level of perceived value in their minds (Diyan, 2013). Generally, Price is considered as an indicator of quality, some companies have often adopt high price as a mark of quality as part of their marketing strategies, on the other hand consumers tend to play value on a brand that is perceived as globally available, they attribute a superior quality to it, because its international acceptance is seen as a sign of its high quality.

### 2.5 CULTURE INFLUENCE

Today we are living in a global age, as technology has brought everyone much closer together. This has allowed businesses around the world went internationally. Businesses around the world now understands the importance culture has on consumer perception and they are beginning to have a better understanding of cultural differences, which is a key ingredient to their survival. Just as the saying goes, “when in Rome you should behave like the Romans”. Marieke de Mooij (2004, pg.26) defined culture as the glue that binds groups together, without cultural patterns, people would have difficulty living together. It is what defines human community, its individuals and social organisation setting it apart.

More significantly many studies have succeeded in establishing links between culture and consumer behaviours. In an attempt to explain how a societal culture influences consumers’ buying behaviour Hofstede (1980) came up with a useful cultural dimension. He saw culture as the interactive aggregate of common characteristics that influence a group’s response to its environment. Hofstede developed five dimensions of national culture (measured on a scale of 0-100) to help understand basic value differences. It distinguish culture according to; Power Distance, Individualism/Collectivism, Masculinity/Femininity, Uncertain Avoidance, and Long Term Orientation.

Nigeria, with a score of 30 is considered a collectivistic society. This is manifest in a close long-term commitment to the member ‘group’, be that a family, extended family, or extended relationships. Loyalty in a collectivist culture is paramount, and over-rides most other societal rules and regulations. The society fosters strong relationships where everyone takes responsibility for fellow members of their group. With high degree of interdependence its society maintains among its members”, which can relate that people are conscious of how society see them and according to Solomon (2002), people who value group affiliation and
approval place more important on style and brand name when evaluating the desirability during purchase.

He defines collectivism as a social pattern that consists of individuals who see themselves as an integral part of one or more collectives or in-groups, such as family and co-workers or settlement. People who are more collectivist are often motivated by norms and duties imposed by the in-group, they give priority to the goals of the in-group and try to emphasize connectedness with the in-group. These social patterns are expected to influence buying behaviour through their effect on a person’s self-identify, responsiveness to normative influences, and the need (or lack of need) to suppress internal beliefs in order to act appropriately.

The cultural influence although less tangible are important input factors that internalized and affect how consumers evaluate and ultimately adopt (or reject) products (Lawan and Zanna, 2013). Values, norms and behaviours represent a distinctive way for a society to cope with the problems posed by its environment, and in this sense a culture is necessarily collective and shared. To sum up culture appears as the framework in which people interact and the lens through which they view the world (Dubois, 2000, pg. 201). Lawan and Zanna (2013, pg. 521) further stated that every group or society has a culture, and cultural influences on buying behaviour may vary greatly from place to place. Failure to adjust to these differences can result in ineffective marketing or embarrassing mistakes. International and National marketers must understand the culture in each of their markets and adapt their marketing strategies accordingly. Therefore the impact of culture on purchase and consumption phenomena is well documented today and most theories advanced to explain consumer behaviour integrate, in one form of another, the cultural factor. Yet if we admit that culture plays a role, we do not completely understand the origin of this influence (Dubois, 2000, pg. 199).

2.5 SOCIAL CLASS AND STATUS SYMBOL

It has become important to consider cultural issues in the process of globalisation from two points of view- national and policy perspective. The outcome is strategies that allow entrepreneurial companies to think globally and still deliver products and services that locally suited (Thompson and Martin, 2010). Socio cultural environment, however, can be defined as
a set of beliefs, customs, practices and, behaviour that exists within a population. International companies often include an examination of the socio-cultural environment prior to entering their target markets. The socio-cultural variables provides them with bases for market segmentation and consumer markets have been successfully subdivided into segments on the basis of the stage in the family life cycle, social class, core cultural values etc.(Schiffman and Kanuk, 2007, pg. 54).

Although, social class is often hard to define; in fact, many people dispute the existence of social classes in a country like United States. Usually, however, people are grouped in social classes according to income, wealth, education, or type of occupation. Perhaps the simplest model to define social class is a three-tiered approach that includes the rich, the middle class, and the poor. Other models have as many as a dozen levels. People in the same social class tend to have similar attitudes, live in similar neighbourhoods, dress alike, and shop at the same type of stores. Given that the social class is the central concept of sociology, it is not surprising that there are many definitions of it. According to Krech, Crutchfield and Ballachey, social class is ‘a division of society made up of persons possessing certain common social characteristics which are taken to qualify them for intimate, equal-status relations with one another, and which restrict their interaction with members of other social classes (Bernaid Dubois, 2000, pg.159).

Social class concept implies a hierarchy in which individuals in the same class generally have the same degree of status, and consumers in different social classes vary in terms of values, product preference and buying habits (Schiffman and Kanuk, 2007, pg. 54).

To have an understanding of how status operates within the minds of consumers, researchers have explored the idea of social comparison theory. According to this social psychological concept, individual normally compare their own material possession with those owned by others in order to determine their relative social standing (Schiffman and Kanuk, 2007, pg. 358). Usually a status symbol is a mark of high status. Loudon and Della Bitta (1993), Status symbols can also indicate the cultural values of a society. In materialistic or commercial society, wealth and symbols of wealth are often status symbols. In a society valuing bravery or honour, a battle scar would be more of a status symbol. In modern-day Western society, some possessions that could be labelled as status symbols include a large, expensive house, expensive car, or fine clothes. It’s a culture that celebrates everything foreign.
According to Schiffman and Kanuk, 2007, African American consumers tend to prefer leading or popular brands and have been reported to buy high fashions and name brands as “signals of their success”, there are similarities in this consumer behaviour characteristics to that of Nigerians, most people go for international brands rather than local ones. They feel proud when they buy international brands, to them, it depicts class. To some, their purchasing pattern depicts their social status. Social class is considered an external influence on consumer behaviour because it is not a function of feelings or knowledge. However, a major influence on the purchasing habits and consumer behaviour in Nigeria is the social class in which one finds him or herself, or perhaps the one he/she wishes to belong to.

2.7 EFFECT OF BRAND ON CONSUMER PERCEPTION

Perception of the product is more important than the product itself and product perceptions manifest themselves in brands. Some brands tend to have a very strong influence in the marketplace and that is the reason they have been considered as one of the most important elements of a firm’s marketing strategy (Govind, 2013). Defining a brand is actually creating a certain amount of awareness, reputation, prominence etc. in the marketplace (Keller, 2003). According to Steenkamp, Batra, and Alden (2003, p. 53), a global brand is defined as "one that consumers can find under the same name in multiple countries with generally similar and centrally coordinated marketing strategies".

Brand is something that resides in the minds of consumers. A brand is a perception and perhaps an idiosyncrasy of consumers. Brand image / perception can be defined as the perception about a brand as reflected by the cluster of associations that consumers connect to the brand name in memory (Rio and Azquez, 2001).

A brand is perhaps the greatest asset of any company which does not appear on its total balance sheet. The concept of a “brand” is difficult to quantify, it is often thought of as an abstract marketing that involves a logo, tagline and large expenditures. But a brand is more than that, it is a product or product line, store or service with an identifiable set of benefits wrapped in a recognisable personality, carrying with it a connection between product and customers. It’s the difference between a watch and a Rolex, a car and a Rolls Royce, a cup of
coffee and star buck’s latte, a bottle of Cola and Coke. Brands create a powerful image and an identity for a product or a company; it also connotes a brand promise, describing what customers can expect in exchange for their money (Blackwell, Miniard, Engel, 2006).

According to Van Gelder (2004, pg. 41) in simple terms, brand perceptions has become the main area marketers seek to influence as it hold the total impression of the brand to consumers. According to Gregory and Wiechmann (2002) corporate branding does not necessarily involve globalization, of course, but successful global expansion almost always presumes the execution and communication of a well-devised global brand. Shocker, Srivastava, & Ruekert, 1994; Batra et al., 2000; Kinra, 2006; Zhou & Hui, 2007 as cited by Moslehpour, Pham, Yumnu (2014), while studying consumer preferences toward global brands, many researchers have emphasized the importance of perceived brand quality through which perceived brand universality indirectly affect consumer preferences.

2.8 CUSTOMER SATISFACTION AND EXPECTATIONS

Customer satisfaction impacts the odds of customers coming back for more, it influences repeat buying (Blackwell, Miniard and Engel, 2006, pg. 213). However, there is no single management model or research technique that could provide a clear and unambiguous answer as to what drives customer expectation and loyalty (Szwarc, 2005). According to Zairi (2000) the feeling of pleasure and expectation fulfilment is known as Satisfaction.

Doole and Lowe (2005, pg. 126), in developing a value based marketing approach, a company has to define value in terms of customer expectations, and thus it needs to provide customers benefits, not features. Under the consumer decision process (CDP) model, in post-consumption evaluation, consumers experience a sense of either satisfaction or dissatisfaction. Munusamy, Chelliah and Mun (2010) argued that in order to maintain the customer, the organization needs to ensure that the right products and services, supported by the right promotion and making it available at the right time for the customers. They argue that customer satisfaction measurement is a post consumption assessment by the user, about the products or services gained.
According to Blackwell, Miniard and Engel (2006, pg. 83) satisfaction occurs when consumer’s expectations are matched by perceived performance and when experiences and performances fall short of expectation, dissatisfaction occurs. The outcomes of these post-consumption evaluations are so important because consumers generally will store evaluations in their memory and refer back to them when making future decisions. On the same basis Parasuraman et al. (1988) stated that when expectations are exceeded, service is perceived to be of exceptional quality also to be a pleasant surprise. When expectations are not met, however, service quality is deemed unacceptable. When expectations are confirmed by perceived service quality it is satisfactory trusted and tested processes.

In essence consumer behaviour analysis helps firms to know how to “please the king”. Without customer satisfaction, organisations are unlikely to increase sales and, without increased sales organizations won’t have resources to invest in customer service centres, special sales promotions, or sales training – important components of customer satisfaction programs (Blackwell, Miniard and Engel, 2006, pg. 8). Furthermore, Blackwell, Miniard, and Engel (2007, pg. 212) concluded with emphasis on how serious every organization should take it. They stated that “customer satisfaction is so important and companies should devote special attention to it for its success, they stated that the most obvious importance of it is that it impacts the odds of customer coming back, but also importantly; it influences repeat buying, it shapes word-of-mouth, it lowers consumers’ price sensitivity and ultimately affects shareholder value”.

Similarly, it is in this direction that Rahul Takalkar (Chief Operating Officer KFC Nigeria) stated that customer satisfaction was central to its expansion drive in Nigeria. He said, “We believe our growth lies in making our consumers in Nigeria happy and delivering on our promise of affordable and professionally prepared meal options in line with our global promise”. For a restaurant, according to Lim (2010), Customer’s ultimate satisfaction may have significant effect of atmosphere. Physical surroundings are helpful to create image in the mind of customer and to influence their behaviour. Physical atmosphere of the restaurants have the significant impacts on the customers satisfaction. Lightning, furnishing, scent, music and different other atmospheric factors among them influence on customer satisfaction.
2.9 NIGERIA CONSUMER BUYING BEHAVIOUR

The search for the satisfaction of human needs is inherent in all individuals, including Nigerians who struggle to achieve what they need. Economy is a major determinant on how Nigerian buy what they do, people of financial freedom buys foreign brands regardless whether it is of the same quality as locally made ones, they often generally expects local products and services to be far cheaper than that of foreign product and services, they naively preferred high price foreign goods to Nigerian product of similar quality and price (Iwuh, 2002).

During the years of oil boom (1974-1980), the huge revenue from crude oil strengthens the Nigeria economy, which brought about healthy economic situation. Both Nigerian and foreign goods and services competed vigorously in satisfying their customers. Although there were unlimited choices of goods and services during the oil boom period, many Nigerian consumers developed negative attitudes toward patronising Nigerian – made goods and services which were now considered to be inferior because of the financial freedom. In other words Nigerian developed insatiable appetite for consumption of large variety of goods and services, and in spite of their high cost, foreign goods and services enjoyed popular patronage among Nigerians. Foreign goods patronage not only became vogue, it also serve as a social status symbol within the affluent Nigerians while most working class that constitutes the majority of the market still patronise the local markets, not as a sign of patriotism but as necessitated by their pockets and income. To make matters worse local companies began to compromise on quality.

The negative consumer attitude towards made in Nigeria goods persisted until the introduction of structural adjustment programme (SAP) in 1986. The adoption of SAP helped protect Nigeria-made goods and services from neglect, the dire situation forced a gradual change in the Nigeria consumer behaviour. The SAP depressed the economy and made Nigerians to be more maintenance culture than they use to be. (Iwuh, 2002). Today, as globalization and free trade agreements have drastically increased the variety of options consumers must consider when buying a product (Aybeniz Akdeniz Ar, Ali Kara 2012), and many companies have moved internationally particularly to the emerging markets. Most people go for international brands rather than local ones. They feel proud when they buy imported items because, to them, it depicts class. If a brand is perceived as globally available, consumers are likely to attribute a superior quality to it, because its international acceptance
is seen as a sign of its high quality (Diyan 2013, The Nation). There are few people who would choose indigenous products anytime, even if they fall within the same price range with foreign ones. Also, many patronise foreign products even if they are three times more expensive. Consumers purchasing habits, therefore, vary owing to some factors.

The growth of the middle class in Nigeria has attracted more investors and more international brands into this market. Nigerian consumers do not only want something new, they want something in consonance with international standards. (Vikram Varma Marketing Head, KFC, 2013). It’s a known fact that consumer knowledge plays an important role when making purchase, and Nigerians quite knowledgeable about international brands has they are well travelled. The knowledge is believed to impact both internal and external information search. However, the influence of consumer knowledge extends beyond product choice and consumption (Blackwell, Miniard, Engel, 2006, pg.332). Consumer knowledge can be defined as information stored in memory that it’s relevant to the purchase, consumption and the disposal of goods and services. What we know or don’t know influences our decision making processes.
CHAPTER THREE: RESEARCH METHODOLOGY
3. RESEARCH METHODOLOGY

3.1 INTRODUCTION

The purpose of this chapter is to present a review of the research methodology used in this study. The chapter sets to justify the appropriateness or relevance of the chosen methodology throughout the study in relation to the research objectives, while allowing readers to understand the reasoning and alternatives considered throughout the research. The research Philosophy, research approach, research strategy and design are discussed in this chapter. Besides, it will describe the ethical considerations necessary to complete this research.

3.2 METHODOLOGY VS METHODS

Paltridge and Starfield (2007, pg. 119), defines ‘Methodology’ as the theoretical paradigm or framework in which a researcher is working and refers to ‘Methods’ as the actual instruments and materials used to collect and analyse the data. However, the chosen methodology informs the choice of methods and what counts as data.

Research methodology embraces the research purpose, philosophy, research approach, research strategy, time horizons and data collection methods that are applied in the study (Saunders et al., 2007). According to Wisker (2008), the choice of methodology of research and the methods, follows on naturally from the researcher worldview and philosophy, and from the clear definition of a title and of the research questions that underpin the research.

Saunders et al., (2007) described research methodology as a theory of how research should be undertaken, including the theoretical and philosophical assumptions upon which research is based and the implications of these for the methods adopted. This is in relation to the comparisons by Saunders et al. (2007) on the different layers of research process in which is highlighted in the form of research onion (as shown in fig 3.1). The methodology develops an explanation as to why the research method(s) under discussion have been chosen.
3.3 RESEARCH PHILOSOPHY

Although, philosophical ideas remain largely hidden in research they still influence the practice of research and the need to be identified (Creswell, 2009, 3rd edn. Pg.5).

Research is based on reasoning (theory) and observations (data or information). How observations and reasoning are related to each other is still a philosophical debate on the development of knowledge (Blumberg and Schindler 2005 pg. 8). According to Saunders, Lewis and Thornhill (2007, pg. 101) “the research philosophy you adopt contains important assumptions about the way in which you view the world”.

Research philosophy describes our ontological assumptions about the nature of reality- what is considered to exist and, just as importantly, what does not exist in the environment we are...
studying (Maylor and Blackmon, 2005, pg.155). The research philosophy chosen in any study will largely depend on the type of the research question.

### 3.3.1 POSITIVISM

Auguste Comte coined the term ‘positivism’ in the nineteenth century, a statement about the power of science and rational thought. According to Fisher (2004), the intention of positivism is to produce general laws that can be used to predict, in terms of probability at least, if not with an absolute certainty. Saunders et al., (2007) defines positivism as an epistemological position that advocate working with observable social entity.

Bryman and Bell (2011), also described positivism as an epistemological position that advocates the application of methods of the natural science to the study of social reality and beyond. They further explain that its concept is also taken to entails the following principles:

- Only phenomena and hence knowledge confirmed by the senses can genuinely be warranted as knowledge (principle of phenomenalism).
- Purpose of the theory is to generate hypotheses that can be tested and that will thereby allow explanations of laws to be assessed (principle of deductivism)
- Knowledge is arrived at through gathering of facts that provide the basis for laws (principle of inductivism)
- Science must and presumably can be conducted in a way that is value free (that is objective).
- Availability of clear distinction between scientific and normative statements and a belief that the former are the true domain of scientists.

In perceiving the consumer behaviour to be fixed and knowable and the idea that marketers believe consumer behaviours are predictable. Thus, this research adopted positivism; it’s of the belief that human society just like the natural world, is subject to fixed laws and as such behaviours can be determine (Wisker, 2008, pg. 69). Based on this, positivism research is the most suitable in observing consumer perception, this is supported by Fisher (2004), he stated
that the intention of positivism is to produce general laws that can be used to predict behaviours, at least in terms of probability if not with absolute certainty.

Fisher (2004), positivism holds that an accurate and value-free knowledge of things are possible. It holds out possibility that human beings and their actions an institution can be studied as objectively as the natural world.

3.3.2 REALISM

Saunders et al., (2007) defined realism as an epistemological position which relate to scientific enquiry. Also, stating realism as a branch of epistemology which has similarities with positivism. It assumes a scientific approach to the development of knowledge. Suggesting that what the senses shows us as reality is the truth: that objects are independent of our mind (Saunders et al., 2007, pg. 104).

Fisher (2004), although realism is a research approach that has many similarities to positivism, but it takes into consideration the subjective nature of research and the roles of value in it that can’t be ignored. There are two major features that realism can be seen to share with positivism: a belief that the natural and the social sciences can and should apply the same kinds of approach in terms of data collection and analysis, and a commitment towards the view that there is an external reality to which scientist focuses their attention (Bryman and Bell, 2007, pg. 17).

There are two philosophies that realism is often divided into: Direct and Critical realism. Direct realism might simply suggest the idea that what we see is simply what we get, Saunders et al., (2007, pg. 105) described it (direct realism) as the things we experience through our senses, portrays accurately the world around us, while critical realism points out how our senses often deceive us, and argues that what we experience are sensations but not necessarily an accurate or perfect interpretation of things in the real world. Bhaskar (1989) as cited by Bryman and Bell (2007) stated that critical realism structures are not spontaneously apparent in the observable pattern of events; but can only be pointed out through practical and theoretical work of social sciences. Fisher (2000) state that critical realism relates to the believe of realism but take a more critical gnostic approach rather than the orthodox tack.
3.3.3 INTERPRETIVISM/ PHENOMENOLOGY

Saunders et al., (2007), described interpretivism as an epistemology that advocates the importance for a researcher to understand humans in our role as social players.

Phenomenology is often a preferred term used for interpretivism by many textbooks and scholars, but for the purpose of this research interpretivism will be used. Interpretivism is defined as the philosophy which is concerned with the question of how individuals make sense of the world around them and how even the researcher should not be influenced by the preconceptions of that world (Bryman and Bell, 2007).

More so, based on the fact that interpretivism refers to the way in which humans make sense of the world around them, the researcher adopted interpretivism philosophy which will be helpful in understanding what influences or motivates Nigeria consumer’s to buy from KFC in Nigeria. Saunders et al., (2007), many have even argued that interpretivist in the case of business and management research, where it is known to be a function of particular sets of circumstances and individuals.

Fisher (2004, pg.17), suggested that researcher who take this approach believes that reality is socially constructed. Meaning our understanding of ‘reality’ is not a simple account of what is; rather, things that people and the society form from the following:

- Their interpretation of reality, which is influenced by their values and their way of seeing the world.
- Other people’s interpretation.
- And the compromises and agreements that arise out of their negotiations between the first two.

Based on the understanding from the review of these philosophical approaches, In the case of this research, a combination of both positivism and Interpretivism was adopted. While positivism emphasis on tangible things, it may be possible to study scientifically the tangible aspects of human activity such as behaviours, speech etc.- but of course not the intangible such as the internal interpretations or motivation of those external (Fisher 2004).

This statement supports why positivist philosophy on its own wouldn’t be adequate for this research since the research is to study interpretation of data based on the customer’s
perceptions towards a quick service restaurant in Nigeria, it then allows for an interpretivism approach. Saunders et al., (2007) explained that Interpretivism involves carrying out research among people and not objects. They stated that often times in business and management research a mixture of positivism and Interpretivism is usually adopted.

3.4 RESEARCH APPROACH

Creswell, (2014) define research approaches as plans and the procedures for research that span the steps from broad assumptions to detailed method of data collection, analysis, and interpretation.

The two broad methods of research approaches are; deductive and inductive. Going by the research objective “deductive” approach was used, it was preferred for this research because it allows to work from a more general to the more specific. More so, the process of deductive research is often associated with quantitative research (Mark, Philip, & Adrian 2009) . Sometime, informally referred to as “top down or waterfall” approach. According to Bryman and Bell (2011), deductive theory represents the most common view of the nature of relationship between theory and research. Fisher (2004) also defined deduction as making a specific inference from general to specific.

Once you have chosen to set out to prove something, measure it, experiment and discover factual answers, in a piece that is positivistic, deductive (theory using), using quantitative methods (Wisker, G. 2008, pg. 284).

Robson, (2002, cited by Saunders et, al. 2007, pg. 117) lists out five sequential stages through which a research using the deductive approach will follow accordingly:

- Deducting a hypothesis: a testable idea about the relationship between two or more concepts;
- To expressing the hypothesis in operational terms;
- Testing the hypothesis;
- Studying the outcome of the enquiry and
- Possibly modifying the theory in light of the results obtained, if need arises.
3.5 RESEARCH STRATEGY

Bryman and Bell (2011), by research strategy we simply mean a general orientation to the conduct of business design.

Saunders et al., (2007), the choice of research strategy is guided by research question and objectives, level of existing knowledge, time and other resources available for this type of research along with the philosophical underpinnings. For data collection, and the constraints in the research like cost issues, access to information, time, money, location and ethical considerations.

**Source:** Derived from Deshpande (1983)
Saunders et al., (2007), there are different strategies and each should not be thought as been mutually exclusive, also no strategy is inherently superior or superior to another. Each of the strategies can be exploratory descriptive and explanatory research (Saunders and Lewis 2012, pg. 114). However, what seems most important is how well it enables to answer the research question(s) and meet the objectives (Saunders et al., 2007, pg.135).

For the purpose of this study, the research has been conducted by using a survey. The research was completed with an exploratory and descriptive purpose in order to have insights towards the perception of international Quick service Restaurants operating in Nigeria. Contrary to the general opinion that survey strategy makes an attractive proposition for researchers who have a set limited time for research completion (Saunders and Lewis, 2012, pg. 116), it is adopted for this research studt because it supports in the collection of data by surveying customers of the restaurant and allows for numerous questions to be asked about the research, giving extensive flexibility in data analysis.

Usually associated with deductive approach, survey is a common strategy in business and management research as it allows the collection of a large number of data from a sizeable population in a low cost way through the use of interviews and questionnaire.

Creswell, (2013) also stated that a popular method of measuring consumer perceptions and attitudes is the survey. It allows for a closed-end and open-end questions that prompt consumers to reveal thoughts about a particular company, a product category, a product idea, or a purchase situation. By using it to answer the; who, what, where, how much and how many questions (Saunders et.al 2007), Survey research provides a quantitative or numeric description of trend, attitudes, or opinions of a population by studying a sample of that population. It includes cross-sectional and longitudinal studies using questionnaires or structured interviews for data collection- with the intent of generalizing from sample to a population (Fowler, 2008).

Due to its popularity and widespread in business and management research, people find it easy to understand and place a good deal of faith in the results which flows from survey (Saunders and Lewis, 2012, pg. 116). While survey strategy was deemed most appropriate for this research, there are draw backs of survey strategy that were considered by the researcher.
Although, relatively easy to administer, respondents may not feel encouraged to provide accurate, honest answers. Even with the advantage that broad range of data can be collected (e.g., attitudes, opinions, beliefs, values, behaviour, factual), Respondents may not feel comfortable providing answers that present themselves in an unfavourable manner and according to Saunders and Lewis (2012) data collected by survey are unlikely to be as accurate as those collected by other research strategies.

3.6 RESEARCH CHOICE

Creswell, (2003) explains that different types of research problems call for different types of research approaches. This kind of research is positivistic, based on the belief that the world is describable, and provable, measurable and deductive, because the research tests a hypothesis or assumption and typically will use quantitative methods to collect the data (Wisker, 2008, pg. 65).

Quality refers to the meaning, the definition or analogy or model characterising something, while quantity assumes its meaning and decides to measure it (Blumberg et.al, 2005). Typically, statistical methods are especially useful for looking at relationships and expressing these patterns with numbers (Rudestam and Newton, 2007, pg. 26). Adopting Quantitative research to study such relationship; Nigeria consumer’s perception and factors influencing it to patronise an international QSR brand like KFC. Quantitative research is generally associated with positivism (Saunders et.al, 2012). It’s a means of research for testing objective theories by examining the relationship among variables; these variables can be measured, typically on instruments, so that the number data can be analysed using statistical procedures (Croswell, 2014.)

However, Blumberg et.al (2005), emphasised that one cannot simply determine whether qualitative or quantitative is more useful to a study, importantly there are no predetermines to the appropriateness of either. The descriptive analysis by Blumberg et.al (2005) was to analyse the difference in Qualitative and Quantitative, Quality is an important nature of something; quantity looks at the amount, Quality is what; quantity is how much. While Bryman and Bell, (2007) clarifies further by stating that; qualitative research can be construed as a research choice that usually emphasises words rather than quantification in the collection and analysis of data and proposed that quantitative research entails the collection
of numerical data and as exhibiting a view of the relationship between theories and research as deductive.

In the choice of research methods, Curran and Blackburn (2001) as cited by Saunders et al., maintains that either the use of single data collection and technique and corresponding analysis procedures (mono method) or the use of more than one data collection and technique and analysis to answer the research question (multiple methods) should be followed. The choice of quantitative for this research is that the research can be conducted on a large scale and gives a lot more information as far as value and statistics. However, a known disadvantage of quantitative research; is that numbers change often, but for this research the statistics would be expected to remain consistent since consumer behaviour are known to be predictable.

3.7 TIME HORIZON

The final layer of the research onion before reaching the core highlights the time horizon over which the researcher undertakes the research. Cooper and Schindler (2008, pg. 144) described the two approaches of time dimension as; Cross-sectional and Longitudinal studies. Cross-sectional as a study that is carried out once representing a snapshot of one point in time while longitudinal studies been repeated over an extended period of time. Saunders et.al, (2012, pg. 190) also defined cross-sectional study as the “study of a particular phenomenon at a particular time”. Sometimes referred to as “snapshot” of a whole picture and longitudinal as making use of a particular strategy.

Although, longitudinal research has a capacity to study change and development (Saunders et.al, 2012) and it can track this changes over time (Cooper and Schindler, 2008). However the time horizon that was employed for the purpose of this research was the cross-sectional studies, which was described as a design entailing data collection on more than one case at a single point in time in order to collect quantifiable data in connection with variables in order to examine patterns of association (Bryman and Bell, 2012, pg. 53). Often referred to as the social survey design (Bryman and Bell, 2012), it is appropriate for studies focused on finding out the occurrence of a phenomenon, situation, problem or issue at a certain moment in time by taking a cross section of the population. Due to time constraint of this research submission
to Dublin Business school (see time allocation) longitudinal study was not possible choice for this research.

### 3.8 RESEARCH DESIGN

Saunders et.al (2012, pg. 159) states that the overall plan of research design is how to go about answering research questions. While Cooper and Schindler (2008) agreed that there are many definitions of research design and that no single one contains its full range of its important aspects. Though differ in details, together these definitions give the essentials of research design;

- An activity- and time – based plan
- A plan based on the research question
- A guide for selecting sources and information types
- A framework for specifying connections between variables
- A procedural outline for ever research activity

Bryman and Bell (2011), the key concept of research design is that it provides a framework for the collection and analysis of data. Research design choice reflects decisions about the priority been given to a range of dimensions of the research process. Saunders et al., 2007, there are numerous choices to make when developing a research design, and many of these choices are quite closely related depending on the philosophical positions, and also awareness of this can at least ensure that different elements of a research design are consistent with each other. For the purpose of this research study, structured questionnaires was adopted because it serves as a vital instrument for the researcher upon which statements can be deducted from respondents having a good understanding of perception of international brands of fast food restaurants, its industry and motivational buying factors.
3.9 DATA COLLECTION AND ANALYSIS

Data collection, its interpretation and evaluation lies at the heart of business research, the conclusions derived from the research can only be as good as the data and the arguments based upon it and collecting and analysing such data always has cost and time associated so a good rationale will be required about how much is enough (Camreon and Price 2009).

Data collection is usually the most expensive aspect of the survey and it’s the logical starting place for estimating project cost. There are different types of data collection methods depending on the data required, however whichever method that is found suitable for the data collection has to be rigorous (Cameron and Price, 2009). The choice of method for collecting the data depends on the information needs and value, as well as the budget and resources available and the timing requirements (Alreck and Settle, 1995, pg. 32). The selection of the most appropriate method or data collection is s key decision for researchers, however, each methods of data collection has its own special capabilities and limitations. For the purpose of this research physical contact with the respondents is more appropriate.

Data collection is mainly of two types; Primary and Secondary. Secondary data according to Cooper and Schindler (2008) are results of studies done by others for different purposes than the one for which the data are being reviewed, while primary data are collected specifically for the research project been undertaken (Saunders et.al, 2007). The secondary data for this research study was basically obtained from textbooks, newspaper articles (relating to Quick service Restaurants and International brand perception in Nigeria) and, academic journals available on DBS library website, the emerald website, Athens, and EBSCO database, KFC website and some other useful online sites were used. All the secondary data sources have been referenced accordingly. For the primary data questionnaire was used for this research because of its ability to appropriately enhance response rates and ensure the validity and reliability of data collected. Saunders et.al (2007), within management research the greatest use of questionnaire is made with the survey strategy.

The term data processing or analysis for this research refers to numeric, rather than verbal. According to Alreck and Settle (1995) the product of data processing is a set of tables and graphs that portray the result of the survey and the primary objective of the analysis is to suppress superfluous detail and to make most relevant and important facts and relationship apparent.
3.9.1 QUESTIONNAIRES

A questionnaire is a group or sequence of questions designed to elicit information from an informant or respondent when asked by an interviewer or completed unaided by the respondent. The most useful for this research will be structured questions, structured survey items do two things: they ask a question and they list alternative answers for the respondent (Alreck and Settle, 1995, pg.104). Greenfield, (2002) although survey can be obtained with other methods, the structured questionnaire remains the most common method of obtaining a structured set of survey data. It is therefore the method of data collection on which this research will take.

Questionnaires can be administered through different methods: self-administered, mailed electronically, distributed by post or by telephone conversation. However, the researcher decided to personally administer the questionnaires since the restaurants doesn’t in any way have any form of data or record of its customers which eliminated order means through which the questionnaire could have been administered.

3.9.2 ADVANTAGES OF SELF ADMINISTERED QUESTIONNAIRE

Self-administered questionnaires are one of the most frequently used methods for collecting data for research studies. Although it can be sometimes expensive and time consuming, some of the under listed advantages makes it more interesting for the researcher:

- Higher response rates are certain than other modes
- Questions can be more detailed and obtains a lot of comprehensive information
- Respondents feel more open to give out information because it creates rapport.
- Low cost-per-completion makes it an economical method of surveying large samples

For the purpose of this research, questionnaires will be used at 12 of KFC’s outlets that would be selected across the country and a minimum of 10 questionnaires will be administered to customers at each outlet.
3.10 POPULATION AND SAMPLING

Bryman (2004) described population as the universe of units (unit is employed because it’s not necessarily people who are being sampled) from which the sample is to be selected. To survey every individual in a population using enumeration is ordinarily much too expensive in terms of time, money, and personnel, so taking a fraction of the entire population usually represent the group as a whole with enough accuracy to base the decisions on the results with confidence.

Alreck and Settle, (1995) the concept of sampling is easily understood, it simply means taking a part of population to represent the whole population. The need or reason for sampling according to Saunders et.al (2009) usually arises when:

- It is impossible to survey the entire population
- Availability of limited budget to survey the entire population
- Time constraints from surveying the entire population
- Or when data is already collected and results are quickly required.

There are two main types of sampling design: Probability often referred to as representative sampling and Non-probability also known as judgemental sampling methods. Bryman and Bell (2011) defined probability as a sample selected using random selection so that each unit in the population has a known chance or probability of being selected. For Non-probability the selection of the units from the population is not randomly selected and some of the population have more chances of being selected than others (Bryman and Bell, 2011, pg. 176)

For the purpose of this research probability sampling was adopted not because it seems more suitable but the technique facilitated the exploratory nature of the research, it is selected in such a way as to be representative of the population. They provide the most valid or credible results because they reflect the characteristics of the population from which they are selected. Under the probability sampling there are different methods. However, the researcher adopted the stratified random sampling technique. A stratified sample is a mini-reproduction of the population and the first step in this sample selection is to define the population that will be in the sample (Consumer of KFC ages between 21 to 50 years) and since there is fairly detailed
advance knowledge of the population characteristics, stratified sampling is the appropriate sample.

3.11 RESEARCH ETHICS

Blumberg et al. (2005) defines ethics as moral principle, norms or stands of behaviour that guide moral choices about or behaviour and our relationship with others. But within the context of research, ethics refers to the appropriateness of the researchers behaviour in relations to the right of those who become the subject of his/her work, or affected by it (Saunders et al. 2007)

“Two things fill my mind with ever-increasing wonder and awe the more often and the more intensely the reflection dwells on them: the starry heavens above me and the moral law within me” Immanuel Kant.

According to Zikmund (2000) as cited by Saunders et al (2007), inevitably what is morally defensible as researchers will be affected by broader social norms of behaviour. Bryman and Bell (2011) stated that ethical issues revolve around two major concerns;

- How we should treat the respondents on which we conduct research

- Are there activities in which we should or should not engage in our relations with them?

Research ethics have been a major issue since the second world war when, following an unethical research on human subjects, the horror of the infringement on human rights initiated the insistence that all research should be ethical (Wisker, 2008, pg. 86). Today the world over there are various code of ethical conducts or some sort of ethical guides applicable in different academic organisations as well as in different countries. In Nigeria there is data protection act part of which stated that every personal data on identifiable living persons must be protected by whoever has access to it.

This survey research adhered to ethical principles, information obtained through questionnaires were used only for the purpose of dissertation, and KFC® Nigeria was duly informed of the research before the survey was carried out on their premises to avoid issue of
infringement. Participation by respondents was voluntary and remains the right to partially or completely withdraw from the process there was confidentiality and respondents were informed in details about the purpose of this research. However, after the completion of the research, all information and findings will be made available accordingly, most importantly names of respondents were not included in any part of the research.

3.12 LIMITATIONS

As is the case with any research, readers need to consider the presented results within the context of limitations. Time management is key to this research, considering the deadline period to hand in the dissertation, KFC managers from each outlets was from each outlets was informed to have a go ahead to administer the questionnaires on their customers on their premises.

Another key area of limitation was the disparity in location of the outlets that was visited; KFC has 25 outlets presently in five cities in the country. 18 are in Lagos, 3 in Ibadan, 2 in Abuja, and 1 each in Ilorin and Enugu. Although, three of these cities was visited (Lagos, Abuja and Ibadan), with priority to Lagos; since three quarter of the outlets are there. However, Ibadan was a good representation of the remaining two cities because they are relatively similar in terms of commercialisation and lifestyle. Since half of the outlets was planned to be visited, hence 8 outlets in Lagos, the 2 outlets in Abuja and 2 of the 3 in Ibadan. Lagos is geographically divided into mainland and island, so 4 outlets form each side was surveyed. (See appendix for list of all 12 outlets visited).
CHAPTER FOUR: DATA ANALYSIS AND FINDINGS
4. RESEARCH ANALYSIS

4.1 INTRODUCTION

This section presents the empirical findings and data analysis from the primary research obtained through the survey questionnaire and the aim of this chapter is to explain the analysis done on the data obtained. This chapter intends to present the results without trying to draw conclusions. These findings are grouped and presented according to the three research objectives and the two research hypothesis. The analysis obtained from the quantitative research which was by self-administered questionnaires was completed by the respondents in this case, customers of Kentucky Fried Chicken (KFC) in Nigeria.

A sample of 120 customers of the restaurant participated in this research, where the respondents are presented with structured questions. The questionnaire is divided into four sections namely: the demographic section which comprises of questions based on gender, age, marital status and how often the customers eat in a fast food restaurant, the next section comprises general background questions about reasons for choice of restaurant, the next section is to know the perception of the customers towards an international QSR, with KFC as the case study and lastly, to determine possible factors influencing purchase from KFC.

Finally, the empirical findings are examined further in relation to the research questions and research objectives, leading to the final conclusions of the study, and the acknowledgement of limitations and recommendations for future research.

4.2 GENDER (Q. 1)

The results reveal that the 120 sample of respondents was fairly evenly distributed between genders; with 56 males and 64 females, representing 46.7% and 53.3% of the total sample surveyed respectively. The survey results are shown in table 4.1 and Figure 4.1 below.

<table>
<thead>
<tr>
<th>Gender</th>
<th>Response count</th>
<th>Response percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>56</td>
<td>46.7%</td>
</tr>
<tr>
<td>Female</td>
<td>64</td>
<td>53.3%</td>
</tr>
</tbody>
</table>
The respondents surveyed were between the ages 25 and 50; this market segment was chosen as an ideal representation of quick service restaurants customers in Nigeria. As shown in table 4.2 and figure 4.2 below, the large majority of the respondents were in the age groups of 21-30 which represents 47.5%, followed by those between the age group of 31-40 representing 31.7% and the age group 41-50 represents 20.8%.

<table>
<thead>
<tr>
<th>Age group</th>
<th>Respondent count</th>
<th>Respondent percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>21 – 30</td>
<td>57</td>
<td>47.5%</td>
</tr>
<tr>
<td>31 - 40</td>
<td>38</td>
<td>31.7%</td>
</tr>
<tr>
<td>41 - 50</td>
<td>25</td>
<td>20.8%</td>
</tr>
</tbody>
</table>
The results revealed that more of the respondents were married with a count of 69 representing 57.5% of the total number surveyed and 51 of the respondents were single, representing 42.5%. Ordinarily one would have thought that single people visit fast food restaurants more than married people. However, this findings support what was pointed out in the literature review, that the continuous urbanization growth, coupled with the fact that more women have joined the work force have led to changes in the life style and demographics throughout the major cities.

<table>
<thead>
<tr>
<th>Status</th>
<th>Respondent count</th>
<th>Respondent percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Single</td>
<td>51</td>
<td>42.5%</td>
</tr>
<tr>
<td>Married</td>
<td>69</td>
<td>57.5%</td>
</tr>
</tbody>
</table>
4.5 HOW OFTEN DO YOU EAT IN A FAST FOOD RESTAURANT? (Q. 4)

The results from Table 4.4 and figure 4.4 below indicates that close to half of the respondents (45.8%) visit a restaurant two to three times a week, 39.2% visit at least once a week, 11.7% visit less than once a week and 3.3% visits up to four to five times a week. This confirms the increasing rise in the demand for fast food restaurants in Nigeria, before now, majority of the people would probably be visiting less than once a week.

<table>
<thead>
<tr>
<th>No. of times</th>
<th>Respondent count</th>
<th>Respondent percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than once a week</td>
<td>14</td>
<td>11.7%</td>
</tr>
<tr>
<td>Once a week</td>
<td>47</td>
<td>39.2%</td>
</tr>
<tr>
<td>2 to 3 times a week</td>
<td>55</td>
<td>45.8%</td>
</tr>
<tr>
<td>4 to 5 times a week</td>
<td>4</td>
<td>3.3%</td>
</tr>
</tbody>
</table>
### Objective 1: To evaluate if consumer expectations are simply changing

#### 4.6 WHICH FAST FOOD RESTAURANT DO YOU VISIT MOST FREQUENTLY? (Q.5)

Eight choices were given; this is a representation of the most popular fast food restaurants in Nigeria, although the total numbers of the fast foods are way more than these but the presence of the other are sparsely distributed with fewer outlets.

Taste Fried Chicken (TFC) was the most frequent by the respondents with 24.12%, followed by KFC (16.7%), sweet sensation (15.8%), chicken licken (13.3%), tantalizers (11.7%), Munchies (7.5%), Others (5.8%), Mr. Biggs (5%). Not surprising that the pioneer of the fast food restaurant in Nigeria (Mr. Biggs) is the least frequent QSR by respondents; low patronage is perhaps the reason why the company has recently sold half of its restaurant chain to another international brand. While this finding collaborate the basis for the research as to why many local brands are not doing as well as its international counterparts, is also useful for KFC to know its major competitors.
Table 4.5

<table>
<thead>
<tr>
<th>Restaurant</th>
<th>Respondent count</th>
<th>Respondent percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mr. Biggs</td>
<td>6</td>
<td>5%</td>
</tr>
<tr>
<td>Tastee Fried Chicken</td>
<td>29</td>
<td>24.12%</td>
</tr>
<tr>
<td>KFC</td>
<td>20</td>
<td>16.7%</td>
</tr>
<tr>
<td>Tantalizers</td>
<td>14</td>
<td>11.7%</td>
</tr>
<tr>
<td>Sweet sensations</td>
<td>19</td>
<td>15.8%</td>
</tr>
<tr>
<td>Munchies</td>
<td>9</td>
<td>7.5%</td>
</tr>
<tr>
<td>Chicken Licken</td>
<td>16</td>
<td>13.3%</td>
</tr>
<tr>
<td>Others</td>
<td>7</td>
<td>5.8%</td>
</tr>
</tbody>
</table>

Figure 4.5

4.7 WHY DO YOU PREFER THIS PLACE? (Q. 6)

The statements were put forward in order to know if consumer expectations were simply changing, particularly in terms of food variety, quality and price. Notably, more international food menus options (Pizza, Burgers, Kebab etc.) are not widely available or not properly done in most of the local fast food restaurants, perhaps such gap might be responsible international brands patronage.

As presented in the table 4.6 and figure 4.6 below, one- third of the respondents representing 33.3%, chose choice of food or variety as their major reason for restaurant preference (this shows the significant importance of menu type that is been offered by the restaurant). Also,
19.2% chose quality, brand has the third highest number of respondents with 15.8%, price is at 13.3% whereas one would have thought it would be the number one reason for preference considering the economic situation of the country, location of the restaurant and dining environment were both at 8.3% respectively with service time as the least reason for preference at 1.7%.

**Table 4.6**

<table>
<thead>
<tr>
<th>Answer options</th>
<th>Respondent count</th>
<th>Respondent percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Price</td>
<td>16</td>
<td>13.3%</td>
</tr>
<tr>
<td>Quality</td>
<td>23</td>
<td>19.2%</td>
</tr>
<tr>
<td>Service time</td>
<td>2</td>
<td>1.7%</td>
</tr>
<tr>
<td>Food choice/variety</td>
<td>40</td>
<td>33.3%</td>
</tr>
<tr>
<td>Brand/Universality</td>
<td>19</td>
<td>15.8%</td>
</tr>
<tr>
<td>Location</td>
<td>10</td>
<td>8.3%</td>
</tr>
<tr>
<td>Dining environment</td>
<td>10</td>
<td>8.3%</td>
</tr>
</tbody>
</table>

**Figure 4.6**

Hypothesis 1: Consumer perception has great significant impact on KFC success.

**4.8 DO YOU KNOW ABOUT KFC BEFORE IT CAME TO NIGERIA? (Q. 7)**

Table 4.7 and figure 4.7 shows the responses of the customers when they were asked if they have knowledge of KFC before it entered Nigeria market. A large percentage of the respondents (86.7%) said they have knowledge of the brand while as little as 13.3% said they don’t. This finding supported the fact that Nigerians are quite knowledgeable about
international brands, since consumer knowledge plays an important role when making purchase this definitely might have given KFC an edge in terms of consumer patronage. It is known that while studying consumer preferences toward global brands, many researchers have emphasized the importance of perceived brand quality through which perceived brand universality indirectly affect consumer preferences (Moslehpour, Pham, Yumnu, 2014).

<table>
<thead>
<tr>
<th>Answer option</th>
<th>Respondent count</th>
<th>Respondent percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>104</td>
<td>86.7%</td>
</tr>
<tr>
<td>No</td>
<td>16</td>
<td>13.3%</td>
</tr>
</tbody>
</table>

4.9 WHAT FIRST COMES TO MIND WHEN YOU THINK OF THE BRAND? (Q.8)

Following the question asked before (Q.7), the 104 respondents that answered ‘yes’ were then asked to respond to this question to know what first comes to their mind when they think of the restaurant since they knew of it before. Table 4.8 and figure 4.8 below shows that 34.2% of the respondents said quality fast food is what first comes to their mind, followed by 29.2% who said it was international dining experience, 10.8% said it’s the crispy fried chicken; this suggest this respondents must have dine at KFC somewhere else outside the country before, 10% said outstanding reputation and 1.7% chose others.

Consumer behaviour characteristics of Nigerians do show that they tend to prefer leading, popular or international brands to local ones; to most of them it depicts their social class. This
simply shows the amount of brand recognition or awareness and its effect on consumer mind especially when the brand is known to be internationally available. This implies that KFC patronage by Nigeria consumers is largely based on the brand rather than product and services. The statement is supported by example Schiffman and Kanuk (2010 pg. 196) gave; it pointed out that consumers that claim to buy a brand because of its super taste or quality, were unable to identify that brand in blind taste test.

### Table 4.8

<table>
<thead>
<tr>
<th>Answer option</th>
<th>Response count</th>
<th>Response percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Outstanding reputation</td>
<td>12</td>
<td>10%</td>
</tr>
<tr>
<td>Quality fast food</td>
<td>42</td>
<td>34.2%</td>
</tr>
<tr>
<td>International dining experience</td>
<td>35</td>
<td>29.2%</td>
</tr>
<tr>
<td>Crispy fried chicken</td>
<td>13</td>
<td>10.8%</td>
</tr>
<tr>
<td>Others</td>
<td>2</td>
<td>1.7%</td>
</tr>
</tbody>
</table>

### Figure 4.8

![Bar chart showing the response counts and percentages for different answer options.](chart.png)
Objective 2: To identify factors influencing customer buying decision of international fast food restaurant brands in Nigeria.

4.10 WHERE DID YOU FIRST HEAR ABOUT KFC ARRIVAL IN NIGERIA? (Q. 9)

The section starts to know where or how did the customer first heard about KFC in Nigeria, this might in some way affects their perception and even to some extent get to influence their patronage. Quite a number of the respondents (38.3%) first heard about the arrival of KFC through advertisement (Promotion, radio, newspaper, billboards etc.), it shows that KFC has a good marketing done to create awareness. Word of mouth (WOM) is of great significance with 28.3% of the respondents stating to have heard through friends or families, 23.3% actually saw one of the locations and, 6.7% and 3.3% of the respondents heard about KFC through internet and other sources respectfully.

<table>
<thead>
<tr>
<th>Answer option</th>
<th>Respondent count</th>
<th>Respondent percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Through advertisement</td>
<td>46</td>
<td>38.3%</td>
</tr>
<tr>
<td>Through friends/family</td>
<td>34</td>
<td>28.3%</td>
</tr>
<tr>
<td>Internet</td>
<td>8</td>
<td>6.7%</td>
</tr>
<tr>
<td>Saw one of its location</td>
<td>28</td>
<td>23.3%</td>
</tr>
<tr>
<td>Others</td>
<td>4</td>
<td>3.3%</td>
</tr>
</tbody>
</table>

Figure 4.9
4.11 WHY DID YOU FIRST VISIT? (Q. 10)

From table 4.10 and figure 4.10 below, it shows that a third of the respondents (33.3%) first visited KFC because of its brand name; this implies that brand is important to Nigerian consumers just as consumers all over the world especially those in emerging markets. Quite a number of the respondents (26.7%) visited KFC for the first time just to try something new or out of curiosity.

Knowing that 15.8% of the respondents accompanied others and 11.7% visited for the first time as a matter of referral (coupled with 28.3% that first heard about the KFC through family and friends as shown in Q.9), this shows a high significant typical culture characteristic of a collectivistic society as Hofstede pointed out; societal culture influences consumers’ buying behaviour. However, this might also implies high level of satisfaction as consumer will only recommend a product or service to others only when their expectations are met. Another 10.8% visited because of the location, probably either it’s closer to their work place, home or the location is in a commercial area.

<table>
<thead>
<tr>
<th>Answer option</th>
<th>Respondent count</th>
<th>Respondent percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Referral (friends/family)</td>
<td>14</td>
<td>11.7%</td>
</tr>
<tr>
<td>To try something new</td>
<td>32</td>
<td>26.7%</td>
</tr>
<tr>
<td>Accompany others</td>
<td>19</td>
<td>15.8%</td>
</tr>
<tr>
<td>Brand name</td>
<td>40</td>
<td>33.3%</td>
</tr>
<tr>
<td>Location</td>
<td>13</td>
<td>10.8%</td>
</tr>
<tr>
<td>Others</td>
<td>2</td>
<td>1.7%</td>
</tr>
</tbody>
</table>

Figure 4.10
4.12 WHAT IS YOUR MAJOR REASON FOR PATRONAGE? (Q. 11)

It is one thing to be able to bring or attract a customer to business it’s another thing entirely to be able to retain them. This question is put forward to understand why they would come back after the first visit; it gives a perception of how customer see the business along with the value that matters to them.

According to the respondents the two major factors that influence consumer decision are; quality of food at KFC is the number reason for patronage with 31.7%, followed closely by brand (26.7%), however, this close relationship in the responses (between quality and brand) is not surprising as it confirm the idea that brands that are globally available or that has international acceptance are perceived to be of superior quality by Nigerian consumers. 18.3% of the respondents stated difference in menu as their reason, location responsible for 9.2%, price affordability is 8.3%, while 3.3% and 2.5% of the respondents chose convenience of location and service excellence respectively.

<table>
<thead>
<tr>
<th>Answer option</th>
<th>Respondent count</th>
<th>Respondent percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quality of food</td>
<td>38</td>
<td>31.7%</td>
</tr>
<tr>
<td>Menu is different to others</td>
<td>22</td>
<td>18.3%</td>
</tr>
<tr>
<td>Price is affordable</td>
<td>10</td>
<td>8.3%</td>
</tr>
<tr>
<td>Convenience of location</td>
<td>11</td>
<td>9.2%</td>
</tr>
<tr>
<td>Dining environment</td>
<td>4</td>
<td>3.3%</td>
</tr>
<tr>
<td>Brand</td>
<td>32</td>
<td>26.7%</td>
</tr>
<tr>
<td>Excellent service</td>
<td>3</td>
<td>2.5%</td>
</tr>
</tbody>
</table>

Figure 4.11
4.13 PLEASE RATE THE FOLLOWING FACTORS WHICH COULD HAVE INFLUENCED YOUR BUYING DECISION AT KFC (Most likely – 5, likely – 4, Neutral – 3, Unlikely – 2, Most unlikely – 1) (Q. 12)

The statements were put forward to understand respondents’ motivation for or factors that are most likely to influence their purchase of an international fast food restaurant. Through the use of quantitative data, the respondents were asked to rate the most common consumer influencer factors from most likely to most unlikely.

Table 4.12 and figure 4.12 below shows the response of the respondents, when it comes to price a total of 70% (unlikely and most unlikely) of the respondents indicated that price isn’t a factor that could have influenced then while another 14.2% of them were neutral, only a total of 15.9%(most likely and unlikely) said it is factor. In terms of quality, 66.7% in total agreed quality could have influenced their buying decision while26.7% of the respondents said it is not likely. When it comes to brand there is a similarity in variations to that of quality, a total of 63.3% responded brand name could have influenced their purchase decision while 17.5% of them didn’t think so, 19.2% were neutral on their responses. On family and friend’s opinion a good 43.3% stated this could have been possible influencer on their buying decision, while 18.3% were neutral, 28.3% didn’t think it could have influenced them. This result confirms one of the Hosftede five dimensions of national culture, where Nigeria is considered as a collectivistic society – it suggests that people value affiliation and approval and try to emphasize connectedness within the society.

<table>
<thead>
<tr>
<th>Influencer</th>
<th>Most likely</th>
<th>Likely</th>
<th>Neutral</th>
<th>Unlikely</th>
<th>Most unlikely</th>
</tr>
</thead>
<tbody>
<tr>
<td>Price</td>
<td>6.7%</td>
<td>9.2%</td>
<td>14.2%</td>
<td>46.7%</td>
<td>23.3%</td>
</tr>
<tr>
<td>Food quality</td>
<td>49.2%</td>
<td>17.5%</td>
<td>6.7%</td>
<td>24.2%</td>
<td>2.5%</td>
</tr>
<tr>
<td>Brand name</td>
<td>40%</td>
<td>23.3%</td>
<td>19.2%</td>
<td>13.3%</td>
<td>4.2%</td>
</tr>
<tr>
<td>Family/friends opinion</td>
<td>10.8%</td>
<td>32.5%</td>
<td>18.3%</td>
<td>30%</td>
<td>8.3%</td>
</tr>
</tbody>
</table>
Objective 3: To assess consumer perception of the international fast food restaurant brands

4.14 HOW SATISFIED ARE YOU WITH KFC COMPARED TO OTHER FAST FOOD RESTAURANT? (Q. 13)

Table 4.13 and figure 4.13 below shows results when the respondents were asked to rate their level of satisfaction in comparison to other fast food restaurants, the idea is to know how the level of satisfaction in KFC is with what they value in mind. 53.3% are satisfied, 23.3% of the respondents are highly satisfied, 17.5% stated they are neither satisfied nor dissatisfied and quite a small number (5.8%) were dissatisfied. With a total of 76.6% customers satisfied with the restaurant, this implies a high level of feeling pleasure and expectation fulfilment among KFC customers (Zairi, 2000) and it shows that the restaurant has kept a promise of what its customers value, its indeed a good sign that impacts the odds of customers coming back for more (Blackwell, Miniard, Engel, 2006).
<table>
<thead>
<tr>
<th>Answer option</th>
<th>Respondent count</th>
<th>Respondent percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Highly satisfied</td>
<td>28</td>
<td>23.3%</td>
</tr>
<tr>
<td>Satisfied</td>
<td>64</td>
<td>53.3%</td>
</tr>
<tr>
<td>Neutral</td>
<td>21</td>
<td>17.5%</td>
</tr>
<tr>
<td>Highly dissatisfied</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Dissatisfied</td>
<td>7</td>
<td>5.8%</td>
</tr>
</tbody>
</table>

4.15 PLEASE RATE YOUR SATISFACTORY LEVEL BASED ON THE FOLLOWING; PRICE, QUALITY, BRAND AND TASTE EXPERIENCE (Q.14)

Following the question of how satisfied the respondents were with the restaurants when compared to others, the next set of questions here are to know their level of satisfaction based on price, quality, brand and taste experience which are they major reasons for every fast food patronage.

In table 4.14 and figure 4.14 below it shows that a total of 54.1% respondents are dissatisfied when it comes with ‘price’ while 34.2% claimed that they are satisfied, this implies that most customers might be seeking lower price but not necessarily means to compromise on quality. From the responses it also shows that a high number of the respondents (74.2% in total) are quite satisfied with the quality they get at the restaurant as against 11.7% who are not, this implies the quality at KFC is quite high. The level of satisfaction on brand is very high too,
with a total of 80.9%; this might imply that customer expectation on value an international fast food restaurant should offer are met. Finally, in terms of taste experience a good number of respondents (51.7% in total) are satisfied with the restaurant menus, (perhaps 26.7% of the respondents in Q. 8 that visited KFC for the first time because they wanted to try something new are part of the respondents who are satisfied in terms of taste experience). However, a total of 28.3% are dissatisfied with the taste experience.

Table 4.14

<table>
<thead>
<tr>
<th>In terms of</th>
<th>Highly satisfied</th>
<th>Satisfied</th>
<th>Normal</th>
<th>Dissatisfied</th>
<th>Highly dissatisfied</th>
</tr>
</thead>
<tbody>
<tr>
<td>Price</td>
<td>11.7%</td>
<td>22.5%</td>
<td>11.7%</td>
<td>40.8%</td>
<td>13.3%</td>
</tr>
<tr>
<td>Quality</td>
<td>19.2%</td>
<td>55%</td>
<td>14.1%</td>
<td>10%</td>
<td>1.7%</td>
</tr>
<tr>
<td>Brand</td>
<td>26.7%</td>
<td>54.2%</td>
<td>9.2%</td>
<td>8.3%</td>
<td>1.7%</td>
</tr>
<tr>
<td>Taste experience</td>
<td>15%</td>
<td>36.7%</td>
<td>20%</td>
<td>25%</td>
<td>3.3%</td>
</tr>
</tbody>
</table>

Figure 4.14
4.16 IN TERMS OF VALUE FOR MONEY WHAT IS YOUR LEVEL OF AGREEMENT WITH THE FOLLOWING (Q. 15)

From Table 4.15, Figure 4.15a and Figure 4.15b below it shows the level of agreement of respondents to the two statements that were put across. The aim of this is to know if the customers are quite satisfied with what they get for money spent.

The findings implies that there are about 16.2% of the respondents that agreed prices are higher at KFC but still feel they have got a good value for their money worth. It is true that how a customer perceives price, either as high, low or fair will have strong influence on both purchase intentions and satisfaction, since perceived value is relative and subjective.

<table>
<thead>
<tr>
<th>Value for money</th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>The food is great value for money</td>
<td>10%</td>
<td>33.3%</td>
<td>13.3%</td>
<td>34.2%</td>
<td>9.2%</td>
</tr>
<tr>
<td>Prices are higher compared to others</td>
<td>12.5%</td>
<td>46.7%</td>
<td>6.7%</td>
<td>24.2%</td>
<td>10%</td>
</tr>
</tbody>
</table>

4.16.1 The food is great value for money

In the statement 4.16.1, the total number of respondents (strongly agreed and agreed) was 43.3% and exactly the same percentage (43.4% in total) disagreed and strongly disagreed, that the food is great value for money while 13.3% stayed neutral on the statement.
4.16.2 The prices are higher compared to other restaurants

There was a shift in balance when the respondents were asked if prices are higher in KFC compared to others, a total of 71 respondents (strongly agreed and agreed) out of the 120 which represents 59.2% agreed that prices are higher, while a total of 34.2% disagreed and the remaining 6.7% stayed neutral.

Figure 4.15b

Hypothesis 2: There is a relationship between perceived quality and international brands

4.17 WHAT IS YOUR MAJOR EXPECTATION OF AN INTERNATIONAL FAST FOOD RESTAURANT? (Q.16)

The statement was put forward in a manner so that the respondents can specify their perceived expectation of what an international fast food restaurant should offer. The results from table 4.16 and figure 4.16 below indicates that close to half of the respondents (44.2%) expected superior quality from an international brand as quality is generally believed to be a prerequisite for international acceptance, 19.2% expected excellence service when compared to local brands, 28.3% of the respondents expected value for money, 8.3% of the respondents expectations were not specified.

The findings imply to support the idea that global products are often perceived to be of superior quality, which creates high level of perceived value in consumer minds.
4.18 PLEASE RATE YOUR LEVEL OF AGREEMENT WITH THE FOLLOWING STATEMENT (Q. 17)

The following series of questions were put across to the customers to state their level of agreement in the order to further have an insight to their perception of the restaurant as well as influencing factor

4.18.1 Foods in KFC are better than others?

The table and figure below shows that a total of 59.2% (strongly agreed and agreed) of the respondents stated that foods in KFC are better than what others serve, 17% stayed neutral and only 26.7% (strongly disagree and disagree) did not think food in KFC are better.

Table 4.16

<table>
<thead>
<tr>
<th>Answer option</th>
<th>Respondent count</th>
<th>Respondent percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Superior quality</td>
<td>53</td>
<td>44.2%</td>
</tr>
<tr>
<td>Excellence service</td>
<td>23</td>
<td>19.2%</td>
</tr>
<tr>
<td>Value for money</td>
<td>34</td>
<td>28.3%</td>
</tr>
<tr>
<td>Others</td>
<td>10</td>
<td>8.3%</td>
</tr>
</tbody>
</table>

Table 4.17.1

<table>
<thead>
<tr>
<th>Answer options</th>
<th>Response count</th>
<th>Response percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>33</td>
<td>27.5%</td>
</tr>
<tr>
<td>Agree</td>
<td>38</td>
<td>31.7%</td>
</tr>
<tr>
<td>Neutral</td>
<td>17</td>
<td>14.2%</td>
</tr>
<tr>
<td>Disagree</td>
<td>20</td>
<td>16.7%</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>12</td>
<td>10%</td>
</tr>
</tbody>
</table>

Figure 4.16
4.18.2 Quality is the same every time?

When asked if the quality is the same every time they visited the restaurant, table 4.17.2 and 4.17.2 below shows that the majority of the respondents strongly agreed and agreed (a total of 75%) that quality is same every time, this indicates that they are satisfied with quality every time, 8.3% neither agree or disagree, while 14.2% of the respondents disagree, the remaining respondents strongly disagree that quality is same every time.

<table>
<thead>
<tr>
<th>Answer option</th>
<th>Response count</th>
<th>Response percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>37</td>
<td>30.8%</td>
</tr>
<tr>
<td>Agree</td>
<td>53</td>
<td>44.2%</td>
</tr>
<tr>
<td>Neutral</td>
<td>10</td>
<td>8.3%</td>
</tr>
<tr>
<td>Disagree</td>
<td>17</td>
<td>14.2%</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>3</td>
<td>2.5%</td>
</tr>
</tbody>
</table>
4.18.3 Brand is your number one reason for purchase?

To know the position the brand plays in influencing the customer buying decision, respondents were asked to state if KFC brand is their number one reason for purchase. A total of 65% of the respondents (strongly agreed and agreed) that brand is their number reason for purchase, while 6.7% of the respondents stayed neutral on the statement, a total of 28.3% (Disagreed and strongly disagreed) that brand is their number reason.

| Table 4.17.3 |
|------------------|------------------|------------------|
| Answer options   | Response count   | Response percent |
| Strongly agree   | 29               | 24.2%            |
| Agree            | 49               | 40.8%            |
| Neutral          | 8                | 6.7%             |
| Disagree         | 25               | 20.8%            |
| Strongly disagree| 9                | 7.5%             |
4.18.4 KFC entrant has influenced the way others do business?

The statement were put forward to respondent to know if they have noticed any significant changes in the way others in the industry run their business since the arrival of KFC in the market. A total of 66.7% of the respondents (strongly agreed and agreed) that KFC must have impacted the changes seen in the way others do their businesses, 10.8% remained neutral which suggest they were probably unsure, while a total of 22.5% (disagreed and strongly disagreed) did not think that the arrival of KFC has changed anything in the industry.

Table 4.17.4

<table>
<thead>
<tr>
<th>Answer options</th>
<th>Response count</th>
<th>Response percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly disagree</td>
<td>48</td>
<td>40%</td>
</tr>
<tr>
<td>Agree</td>
<td>32</td>
<td>26.7%</td>
</tr>
<tr>
<td>Neutral</td>
<td>13</td>
<td>10.8%</td>
</tr>
<tr>
<td>Disagree</td>
<td>20</td>
<td>16.7%</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>7</td>
<td>5.8%</td>
</tr>
</tbody>
</table>
4.19 CONCLUSION

This chapter presented and interpreted the key findings from the quantitative data collected by the researcher during the course of study. However, the next chapter would reflect how this analysis has helped achieve the objectives of the research, tested hypothesis and answer the research question. The researcher has also provided recommendations based on these findings.
CHAPTER FIVE: CONCLUSION AND RECOMMENDATION
5. CONCLUSIONS AND RECOMMENDATION

5.1 INTRODUCTION

Although globalization brings massive opportunities to international enterprises to operate and expand their businesses in international markets, they respond to an unknown but complex environment, sometimes, based on an opportunistic response to market. One key area that businesses have to consider is the consumer perception of their business, with the understanding that it would be wrong to assume that everyone sees the world the same way. The goal of consumer perception is to take in information about the businesses around them and make sense of it.

The purpose of this study was to provide insight into perceptions of the international fast food restaurant brands as determined by Nigeria consumers. Doole and Lowe (2005), suggests that even when organizations make promises and deliver their position stance, they must test whether their performance delivers against the promises and against customer perceptions.

The critical review of the literature and findings obtained from data collected recognises a widespread belief that international brand perceptions have a strong influence on consumer buying decisions. Nigerians are known to have huge appetite for foreign or international brands, to them international acceptance of any product creates a high level of perceived value in their minds (Diyan, 2013). This supports the idea that perception of a product is more important than the product itself and product perceptions manifest themselves in brands.

This chapter reviews the data drawn from the sample of 120 customers of KFC and intends to evaluate how the survey respondents perceive international fast food brand and factors influencing their buying decision. Also, conclusions are drawn in terms of the findings on each of the research objectives and hypothesis derived at the beginning of this research.
5.2 RESEARCH OBJECTIVE 1: TO EVALUATE IF CONSUMER EXPECTATIONS ARE SIMPLY CHANGING.

The aim of this objective is to confirm or eliminate the idea that KFC success is based mainly on its brand perception as an international fast food restaurant. It allows for an alternative possibility that consumers’ expectations might simply be changing.

According to KFC Marketing Head, Vikram Varma (2013) “I think they (referring to local brands) have realised that consumers’ expectations are changing and they need to raise their game to the next level”. He further added that consumer’s world over always wants the next level of experience.

However, as shown in the findings presented in the table 4.6 and figure 4.6, a third of the respondents are looking for food variety or choice of food, while a good percentage expected quality and quite a number patronage is because of brand or universality of the fast food restaurant. This finding indicates that ‘quality’ food is a key element here but there are evidence that food choice might be part of the reason(s) consumer patronise KFC. There seems to be some truth that consumer expectations could be changing particularly in terms of quality which KFC might be perceived to already possess and food choice- where KFC is world famous for its Original Recipe fried chicken.

5.3 RESEARCH OBJECTIVE 2: TO IDENTIFY FACTORS INFLUENCING CUSTOMER BUYING DECISION OF INTERNATIONAL FAST FOOD RESTAURANT BRANDS IN NIGERIA.

The aim of this objective is to identify the factors influencing customer perception of international QSR brand in Nigeria. Reisinger and Wryszak (1994), Customer perceptions are influenced by many external and internal factors such as cultural, social, psychological and economic factors, making the way in which customer perceives products and service highly subjective. Means- End chain model relating to; Price, Perceived Quality, and Perceived Value have been often used in marketing strategies to understand what drives purchase.

Having identified characteristics such as; price, quality, brand and family/friend referral (which could also mean WOM- word of mouth), some important facts about perception came
into the limelight. The objective started with background of how the respondents first heard about KFC in Nigeria and why they first visited, the findings (table 9 and 10 and figure 9 and 10) showed that a good number heard through word of mouth (28.3%) and a total of 27.5% actually visited for the first time through either referral or in company of others. There is an establishing link between Nigeria culture and consumer behaviours, it shows it is a significant factor that influences purchase.

Furthermore, 31.7% and 26.7% (table 4.11 and figure 4.11) of the respondents stated that their major reason for patronage of the restaurant is because of its quality of food and brand name respectively. The quality standard in KFC measured against other competitors through the eyes of the respondents shows that KFC is highly rated and the brand name in Nigeria tend to have a very strong influence on the respondents buying decision more so that the brand is known to be internationally acceptable.

However, price seems not a factor that has any major influence on the consumer buying decision; this implies prices at KFC are seen as more than other restaurants but doesn’t mean that consumers are not happy to pay the price. Since consumers rely on price as an indicator of product quality and view more expensive products as higher quality and value (Diyan, 2013).

5.4 RESEARCH OBJECTIVE 3: TO ASSESS CONSUMER PERCEPTION OF THE INTERNATIONAL FAST FOOD BRANDS.

Govind (2013) pointed out that the perception of a product is more important than the product itself and product perceptions manifest themselves in brands. Blackwell, Miniard, Engel (2006) pointed out its importance; brands create a powerful image and an identity for a product or a company, it is the difference between a watch and Rolex, a bottle of Cola and Coke, Similarly, a local fast food restaurant in Nigeria (e.g. Mr. Biggs) and KFC.

The stated objective was achieved based on the findings, in table 4.13 and figure 4.13 it shows that a total of 76.6% of the respondents stated that they were satisfied with KFC when compared to other restaurants. Further more in table 4.14 and figure 4.14 customers rated their satisfactory level very high in terms of brand expectation, quality and taste experience, however in terms of price satisfactory level are low, and as seen in table 4.15 and figure
4.15a&b even when 59.2% agreed that prices are higher when compared to other restaurants. However, this is expected from an international brand and due to the perceived value, price would not deter patronage.

### 5.5 HYPOTHESIS 1: CONSUMER PERCEPTION HAS GREAT SIGNIFICANT IMPACT ON KFC SUCCESS.

The hypothesis suggests the effect of perception contributed to KFC successful story in Nigeria. According to Anna and Nique (2010) definition, perception can be referred to as the way in which something is regarded, understood or interpreted. Following this trend, the first question posed to respondents was to know if there was KFC knowledge before it entered Nigeria market, a good 86.7% (table 4.7 and figure 4.7) answered ‘yes’. This implies a very high rate of brand recognition which would influence consumer perception greatly especially when it comes to an international brand. Basically, customers don’t just choose one vendor over the other by accident; they choose for specific reasons that they value (Stinnett, 2005). This reasons as suggested by Iwuh (2002) make Nigerians buy foreign brands regardless whether it is of the same quality as local brands. Unfortunately for the local brands, it is not the value that a business provided that matters but the consumer perceived value (Stinnett, 2005). Table 4.8 and figure 4.8 shows responses when asked about what comes to mind when they think of the brand, a significant 34.2% chose quality fast food, 29.2% said it was international dining experience, 10.8% said crispy fried chickens and notable 10% said outstanding reputation is what first comes to their mind. All this positive perception would definitely contribute to buying decision at KFC. Perceived brand quality (PBQ) is known to usually increase consumer purchase likelihood (CPL) (Moslehpour, Pham, Yumnu, 2014).

The results of the survey supports the hypothesis that consumer perception has a hand in KFC success in Nigeria, after all franchising provides an established product or services which may already enjoy wide spread brand-name recognition which increases the chances of business success.
5.6 HYPOTHESIS 2: THERE IS A RELATIONSHIP BETWEEN PERCEIVED QUALITY AND INTERNATIONAL BRANDS.

Consumers use a different number of cues to infer quality, including brand name and price (Solomon, 2001). According to Shocker, Srivastava, & Ruekert, 1994; Batra et al., 2000; Kinra, 2006; Zhou & Hui, 2007 as cited by Moslehpour, Pham, Yumnu (2014), while studying consumer preferences toward global brands, many researchers have emphasized the importance of perceived brand quality through which perceived brand universality indirectly affect consumer preferences.

The results from table 4.16 and figure 4.16 indicates a total of 44.2% expected superior quality when it comes to international brand, this implies the fact that quality is seen to be a prerequisite to global acceptance and there is a relationship between global brands and quality.

5.7 RECOMMENDATIONS

After the research analysis has been conducted which critically look at the research objectives and confirmed the research hypothesis, the following recommendations are deemed appropriate by the researcher which KFC, local brands as well as prospective international brands might find useful.

- It obvious KFC future in Nigeria remains bright with much expansion plans already in place, however the restaurant might need to consider inputting more local snacks and menu into their food choices. This shouldn’t be a problem as KFC franchise allows for adaptability to a fair extent. This would allow them gain more of the market share.

- Another area KFC might consider is price competitiveness particularly when it comes to expanding to other cities in Nigeria where economy is way lesser than that of Lagos where 75% of their outlets are currently located.

- From findings quality in some local brands are likely to be below satisfactory level, this is an area that needs improvement. Perhaps the association of Fast Food and Confectioners of Nigeria (AFFCON) should have quality standard for setting up a fast food restaurant.
• Further research should be carried out on customer perception of local fast food brand in Nigeria. This might help to ensure improvement in consumer satisfaction and ultimately improved service quality and dining experience that will help meet and satisfy the needs of the customers adequately.

• Local brands should look into franchising as a means of market entry which is most likely create a better perception in the minds of consumers.

• International fast food brand should take up the opportunity in the fast growing Nigeria QSR industry. Their success is more than likely certain as Nigerian consumers prefer foreign goods or international brands and there is little or no sense of loyalty to local ones.

• According to World Bank, the world’s population will rise to nine billion by 2030, and 90% of the population will be leaving in the emerging market nations like Nigeria, this shows that there is huge business potential.
CHAPTER SIX: SELF REFLECTION ON LEARNING AND SKILL DEVELOPMENT.
6. SELF REFLECTION ON LEARNING & SKILL DEVELOPMENT

6.1 INTRODUCTION

This chapter aims to highlight the reflection of the researcher’s dissertation process as well as the overall processes of undergoing a Masters in Business Administration programme. The chapter also intends to highlight the researcher's assessment of the academic and professional Skills acquired throughout the course of the MBA programme and seeks to explain how the learning occurred and the most significant development areas identified in the process that are set to significantly contribute to researchers future career.

6.2 LEARNING STYLES

Honey and Mumford (2000), it is only when people can demonstrate that they know something they didn’t know before (insights and realisation as well as facts) and or when they can do something they couldn’t do before (skills) that one can say learning has happened. According to Pashler et.al (2008), the term learning styles refers to the view that different people learn information in different ways.

Learning is in two different ways; formal structured activities (such as lectures, case studies and books), or informally through experiences, often in an unconscious, ill defined way (Honey and Mumford, 2000).

Dunn and Dunn (1992; 1993; 1999) as cited by Pashler et.al (2008), Learning style is the way in which each learner begins to concentrate on, process, absorb, and retain new and difficult information. Therefore, it is necessary to determine what is most likely to trigger each student’s concentration, how to maintain it, and how to respond to his or her natural processing style to produce long term memory and retention. Having this in mind that in order to realise the potential it is important to establish and understand what preference the researcher has in learning style.

With help of the two most popular learning styles model: Kolb- the learning style inventory and Honey and Mumford- the learning styles questionnaire, the researcher was able to realise his learning style.
Honey and Mumford (2000), learning styles are the key to understanding different learning preferences, which gives individual a liking for a certain stage over others (the four stages – experiencing, reviewing, concluding and planning). Kolb (1984) includes this 'cycle of learning' as a central principle, his experiential learning theory, typically expressed as four-stage cycle of learning, in which 'immediate or concrete experiences' provide a basis for 'observations and reflections'.

**Figure 6.1**

Based on Kolb's model of four learning cycle stages, Honey and Mumford (2000) identified four individual learning styles:

**Activist (Concrete Experience - Kolb):** Activist involves themselves fully and unbiased in new experiences, they are open minded, not sceptical, impulsive and, enthusiastically about
new things. They have a philosophy of “Trying anything once”, they prefer brainstorming, and they are gregarious people constantly involving themselves with others.

**Reflectors (Reflective Observation - Kolb):** Reflectors tend to postpone reaching definite conclusions as long as possible. They are thoughtful people, they listen, tend to adopt a low profile and, enjoy taking a back seat in meetings and discussions. Their philosophy is to be “Cautious”.

**Theorist (Abstract - Kolb):** Theorist thinks problems through in a vertical, step-by-step, logical way. They tend to be detached, analytical, and dedicated to rational objectivity. Their philosophy is simple, “If it’s logical it’s good”.

**Pragmatists (Active Experimentation - Kolb):** They are keen on trying out new ideas. They act quickly and confidently on new ideas, impatient with open-end discussions, and respond to problems and opportunities as a challenge. Their philosophy is “There is always a better way and if it works its good”.

While applying Honey and Mumford learning style assessment, the researcher was able to discover that he has a learning style of a reflector. The researcher was able to relate with the reflector according to his own observation of his learning abilities with the attributes of a reflectors as mentioned by Honey and Mumford (2000). The researcher also discovered that he learns by considering different perspectives, thorough collection and analysis of data about experiences and events is what counts, so he tend to postpone reaching definite conclusions to quickly just as Honey and Mumford as described a reflector. Honey and Mumford further portrayed reflectors as people who keep a low profile which was the only attribute the researcher could say about himself before now, but they added that when they act, it is part of a wide picture which includes the past as well as the present and others’ observation as well as their own.

### 6.3 MBA KNOWLEDGE ACQUISITION

Taking the Masters programme has been long overdue for the researcher as he has completed his first degree over ten years ago before finally finding the time to embark on the programme. Having been out of active academic study for such a long period presented itself with some difficulties; the extensiveness and how demanding the programme was, was
overwhelming, above all it was the readjusting to a full time studentship life that proved more
difficult. More so, differences in writing styles during the researcher’s first degree and the
MBA programme created another challenge. Academic writing during his first degree,
involved less of searching for relevant articles and referencing the articles. The MBA
program brought him into the reality of these form of academic rigour where searching for
relevant articles are constantly employed and rightly referencing such were taken seriously.

The modules undertaken provided a great cognitive learning in multiple business critical
areas such as human resource strategy, marketing, strategic management, project
management and international business and trade all provides a sound basis upon which to
build a career in international business.

Although the researcher had some work experience in banking and finance, as well as project
management, however, the MBA programme course through its rigorous academic
programme has done great value addition to the researchers learning and knowledge that are
applicable to real work life scenarios.

In addition, the researcher gained a considerable amount of knowledge during the research
topic of the dissertation itself. In researching the topic “Consumer’s perception of
international quick service restaurant” the researcher was able to come across valuable
information through different text books and academic journals which gave him a different
perspective into business and marketing strategies. As an MBA graduate, the researcher will
be able to combine newly acquired academic knowledge with past experiences and apply it to
new real life situations.

6.4 LEARNING OUTCOMES

6.4.1 Research skills
The researcher’s research skills analysis has improved immensely since the beginning of the
MBA programme as a result of the modules taken; the module assessment required a critical
review of academic literature because most of the assignments were case study analysis.

During the process of researching the project topic, the researcher’s time management,
organisational and research skills improved considerably through the review of different
academic literature, designing and choosing the appropriate research methodology, time organisation and management. This has contributed to a new approach to learning experience, sense of fulfilment and a great appreciation of the taught modules.

The practicality of the case studies analysed in assignments of most of the modules opened the researchers mind and eyes towards the process of understanding the relevance of the classroom lessons to real business scenarios. For instance, Strategic Management (BM6915) and International Business and Trade (BM6913) completed in the second semester of the MBA programme presented the researcher with critical business strategic decisions that might be encountered on the job and how best to tackle it. However, overall the dissertation stage has been the most important source of research skill acquisition development.

6.4.2 Interpersonal and Team working skills

The interactive format the MBA programme modules adopted helped to improve my interpersonal and communication skills where classroom participations, assignments and presentations were done in groups (often the group selection were done by the lectures with a process involving a deliberate or accidental transfer of knowledge to capture a snap shot of student from different country and background) all aimed at encouraging better interaction. The process has been able to improve my interpersonal skills, more particularly how to:

- Appreciate other peoples effort
- Pay attention and practice active listening
- Learn how to resolve conflicts
- Have empathy
- Organise and structure meetings

Although the researcher did not work with a team during his first degree he had acquired team working skills through experience at work. However, learning as a group during the MBA programme was slightly different from working as a group; there were certain difficulties encountered working with the group, while certain individuals have a nonchalant attitude towards the quality of the work to be done, others were quick to impose their own
work and opinions on the group and because there was no knowledge of learning styles of the individuals in the group reflectors were given the job of a pragmatist or theorist a job of activist creating problems from the onset.

Apart from the learning styles issues the researcher found out that working together with people from different cultural background created another challenge because cultures, attitudes, believes, background and behaviour impact on the way that we work. In most of the group works the researcher used his past working experience as a team lead to assume the role of the coordinator in the group, designating functions to group members and demanding their full commitment and contribution. This assisted him to sharpen his leadership skills during this period.

6.4.3 Time management skills
Time management is a skill that takes time to develop and perfect. It also is a skill that is different for everyone. For the researcher procrastination has been a major issue in his past academic, work and personal life but with the realization of how important time became to the successful completion of his Master’s Degree programme where there was stringent set times for the submission of module assessments and timely additional information searches than aided the class learning, he slowly readjusted to making every minute of the programme counts. Not only did the researcher met deadlines, he was also able to structure all other aspects of his personal life in such a way that it doesn’t affect his time for learning.

Time management for him was borne out of necessity which eventually improved his productivity, the researcher time management skill got better eventually. It is also worth mentioning that the time management skill of the researcher was sharpened during the dissertation process with the aid of the research supervisor; Ann Masterson (PhD) through the manner she allocated deadline time for different chapters of the research study to make it more manageable. The improvement in the researcher’s time management skill was sharpened as a result of this experiences which allowed me to be ahead of my expectations in completing the dissertation and would be useful for future business tasks. Through all these he has learnt to:

- Avoid procrastination at all cost
• Set personal deadlines

• Concentrate on one thing rather than multitasking

• Prioritise accordingly

6.5 CONCLUSION

Undoubtedly, the researchers' overall experience and knowledge acquired during the MBA programme has benefited him immensely because of its great relevance to today's approach of conducting business. More so, now that he has discovered his real learning style, with other important skills he has been able to either acquire or sharpen in the course of the programme, embarking on his quest for a Doctorate degree programme would be made easy. Another area the researcher gained knowledge was the identification of his own strengths and weaknesses using a SWOT analysis during one of the first semester modules, this realisation allowed him to work on his weaknesses, acknowledge the threats that are eminent in his future business plans and how well to take up opportunities in businesses.

The journey towards the completion of the programme for the researcher hasn’t been a jolly ride, it was rigorous and time-consuming. However, the personal rewards and the value the wonderful experience has provided me with will be of great significant for future professional and business prospects.
REFERENCES


Structured questionnaire, Available at:


The Times 100 Business case studies (no date) ‘Business Strategy’ Available at:


Types of Samples (no date). Available at:


Appendix

List of outlets addresses to be visited (source: http://www.kfc-ng.com/stores)

- Shop 29A, Grand Tower Mall. Gudu District, **Abuja**.
- 112, Aminu Kano Crescent, Wuse Zone 2 **Abuja**.
- C51 & C51A Cocoa shopping mall, **Ibadan**.
- Plot 6, Block H, Ring Road, **Ibadan**.
- 1st floor, Adeniran Ogunsanya Shopping Mall, Surulere, **Lagos**.
- KM 2, Lagos Ibadan expressway Berger Ojodu, **Lagos**.
- 28, kodesho Street, Ikeja, **Lagos**.
- 24, Ijaye road, Ogba, **Lagos**.
- 49C, Ligali Ayorinde, Victoria Island, **Lagos**.
- The Palms shopping Mall Lekki, **Lagos**.
- Plot 31, block 9, Admiralty way Lekki phase 1, **Lagos**.
- Shop 10 City Mall, Onikan, **Lagos**.