

**YANGON UNIVERSITY OF ECONOMICS
DEPARTMENT OF MANAGEMENT STUDIES
MBA PROGRAMME**

**INFLUENCING FACTORS ON CLIENT SATISFACTION
AT FOREVER GROUP CO., LTD.**

**SUBMITTED BY
THET SU KHIN
EMBA II - 17
EMBA 16th BATCH**

DECEMBER, 2019

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Academic Year (2017-2019)

Supervised by

Submitted by

Dr. Yin Min Htwe

Thet Su Khin

Lecturer

EMBA II - 17

Department of Management Studies

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“This thesis is submitted to the Board of Examiners in partial fulfillment of the requirements for the degree of Master of Business Administration (MBA)”

Supervised by

Submitted by

Dr. Yin Min Htwe

Thet Su Khin

Lecturer

EMBA II - 17

Department of Management Studies

EMBA 16th Batch

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ACCEPTANCE

This is to certify that the thesis “Influencing Factors on Client Satisfaction at Forever Group Co., Ltd.” has been accepted by the Examination Board for awarding Master of Business Administration (MBA) degree.

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.....

(Chairman)

Dr. Tin Win

Rector

Yangon University of Economics

.....

(Supervisor)

.....

(Examiner)

.....

(Examiner)

.....

(Examiner)

DECEMBER, 2019

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ABSTRACT

This study intends to examine the effect of service quality and creativity on client satisfaction and to analyze the effect of client satisfaction on their loyalty at Forever Group Co., Ltd. One hundred and twenty clients of Forever Group Co., Ltd. are selected from one hundred and seventy clients as sample by simple random sampling method. A multiple regression analysis is applied to find out the influencing factors on client satisfaction and their loyalty. From analysis, it is found that both service quality and creativity influence on the client satisfaction at Forever Group Co., Ltd. Specifically, the results revealed that service quality factors of responsiveness, empathy and reliability, as well as creativity factors of originality, flexibility and elaboration significantly effect on client satisfaction. The client loyalty is also affected by the client satisfaction of Forever Group. Thus, it is recommended that the company should improve its service regarding work process and technical skill of employees and should develop more creative ideas to increase client satisfaction and long term client loyalty.

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CHAPTER (1)

INTRODUCTION

This study focuses the influencing factors on client satisfaction and client loyalty in Forever Group Co., Ltd. in Myanmar. In line with Kotler and Keller (2012), satisfaction is a person's feelings of pleasure or disappointment resulting from comparing perceived products' performance (or outcome) in relation to his or her expectations. Customer satisfaction refers to a measure or degree of how products and services supplied by a company meet or surpass customer expectation. Customer satisfaction is one in every of the foremost essential components of client retention, client loyalty, and products repurchase. The art and science of client satisfaction involves strategically specializing in making and reinforcing enjoyable experiences. According to Kotler and Keller (2012), customer satisfaction can be measured by a number of methods. Despite the variety of customer satisfaction methods, this study has used the customer survey to measure customer satisfaction.

Television advertising is the sending of promotional messages or media content to one or more potential TV audiences. The viewers are influenced by the messages, resulting in actions that benefit the advertiser. Since 2010, many new TV advertising services will be offered by TV broadcasters, compared to the simple linear ad insertion practices used in traditional broadcast systems. Advertisers profit most by providing messages to individuals with associate interest in their products or services.

An advertiser could be a company or individual that pays for services provided to others reciprocally for the inclusion or presentation of selling messages. Advertisers use marketing plans to outline their promotional methods, media communication objectives, and media channels (media mix). Advertisers outline promotional projects (advertising campaigns), that verify the messages and audiences they need to speak with (audience reach).

A broadcaster could be a company that transmits or provides data to users that are connected to or able to access signals on the published network. Broadcasters may provide a mix of linear (scheduled) programming, on demand programming and other services, such as gaming and communication applications. Some of the programming offered may include promotional messages (ad supported networks) and some may be

provided without ads on a paid subscription basis. An ad supported networks is a provider of media programs that accept advertising time or ad spots as a form of compensation for the right to distribute (broadcast) content. Broadcasters could use a combination of direct advertising staff and advertising networks to get promotional advertising revenues.

Broadcasters operate systems that gather, organize and supply individuals with the content they need to watch. They may purchase license rights for the content through their systems, or create new (original) programming, and then merge it with advertising media. Viewer varieties, like teens, adults, ladies and men, could also be determined by the categories of content being watched.

The advertiser pays cash to the TV broadcaster for the insertion of a promotional message. The TV broadcaster mixes in advertising messages with content that the viewer wants to watch. When the viewer watches the advertising message, they perform a desired action (buy a product or take a list), that earns revenue for the advertiser. TV channels get plenty of cash from the advertisements that air in the intervals of TV shows.

The underlying causes of this excessive expenditure in TVCs channel is attributed to low cost and native client preference. Native shoppers contemplate TVCs as a part of the diversion programs they watch and luxuriate in looking at them. Most of the native created TVCs are in “song and dance” format, wherever actors and actresses sing jingles regarding the merchandise and dance on thereto with very little attributes to the particular product image or product connected data. This technique of act is usually scrutinized as lame or out-of-date. It’s maybe faithful regard this format as out-of-date, however it mustn't convey ineffective, as a result of these formats is effective during this native client culture.

Forever Group Co., Ltd. is the leading broadcasting company in Myanmar, established in 1995. Forever Group has successfully launched two free to air (FTA) channels namely MRTV-4 and Channel 7 with wide-ranging viewers throughout the country. Both TV channels make money selling air time for advertisements. After initial investment, all FTA TV stations run on advertising money. Without funding from consumer products and services, TV channels could not produce the high quality contents and it will lead to decrease TV viewers.

1.1 Rationale of the Study

Advertising business is emerging year by year. And the competition in Myanmar market becomes ever more intense as there are many media channels are available including social media, mobile applications and new TV channels. Previously, advertisers had limited choice to distribute their information, in another way, limited media platforms to implement their advertisement. Recently, social media is booming in Myanmar and it can attract advertisers as the cost is quite cheap and the report is created with live data. As the mix of media promotion types is shifting from broadcast television to Internet marketing, television viewing habits are changing, and TV advertising web portals are changing how companies submit and manage TV ads. It makes sense. It's easy, measureable and effective, targeted.

TV Channels are now sharing the market share of advertising to Social Media significantly. For a Free to Air TV channel, the income from TV advertisement is the main revenue source for the company to be survived in the industry. Service quality is a dominant factor upon client satisfaction in TV advertisement business. Organizations nowadays operate in a very extremely competitive and global environment. And it causes the creativity crucial in any organization. Creativity is what fuels big ideas, challenges employees' approach of thinking, and opens the door to new business opportunities. This study aims to analyze influencing factors on client satisfaction in MRTV-4.

1.2 Objectives of the Study

This study focuses on influencing factors on client satisfaction in Forever Group Co., Ltd. in broadcasting industry in Myanmar. The study attempts to achieve the following objectives;

- (1) To examine the effect of service quality on client satisfaction at Forever Group Co., Ltd.
- (2) To examine the effect of creativity on client satisfaction at Forever Group Co., Ltd.
- (3) To analyze the effect of client satisfaction on client loyalty at Forever Group Co., Ltd.

1.3 Scope and Method of the Study

This study covers client satisfaction towards service of MRTV-4, Forever Group Co., Ltd. This study analyzes the service quality gap between customers' perceptions and expectations and impact of creativity of Forever Group on its clients. Quantitative method is used in this study. To conduct the study, both types of primary and secondary data are utilized. Primary data are collected from 120 clients out of 170 clients who are business owners and marketing directors from consumer products and services businesses, media buying directors from advertising agencies. They all are who decision makers of media usage for their brands. Sample size was calculated with Yamane's formula. All respondents are from companies which have advertised their TV commercial on MRTV-4 channel and they are asked with 5-point Likert scale survey questionnaires. Secondary data are collected from respective researchers from Nielsen MMRD (Myanmar Marketing Research and Development), relevant websites and official publications. Described and multiple linear regression method are applied to data analysis.

1.4 Organization of the Study

There are five chapters in this study. Chapter one is about the introduction of the study and composed with rational of the study, objectives of the study, scope and methods of the study and organization of the study. In chapter two relevant theoretical background is mentioned and it contains the explanation about service quality, service quality models, creativity, Torrance's creativity model, customer satisfaction, customer loyalty, previous studies and conceptual framework of the study. Chapter three presents the profile, service quality and creativity at Forever Group and demographic profile of respondents, reliability test of the data, client perception on the service quality and creativity of Forever Group. Chapter four is about the analysis of client satisfaction and client loyalty, the analysis on the effect of service quality and creativity on client satisfaction and the analysis on the effect of client satisfaction on client loyalty at Forever Group Co., Ltd. Finally, the conclusion with findings, discussions, suggestions, recommendations and the needs for further study are mentioned in Chapter five.

CHAPTER (2)

THEORETICAL BACKGROUND

This chapter presents the theoretical background of all applied theories in this study. It describes the definition of service quality, creativity, customer satisfaction and customer loyalty. The chapter will also presents the discussion on the relationship between each of variables. The concept of each variables will be reviewed by different authors' perspective. In last part, conceptual framework of the study will be discussed at the end of the chapter.

2.1 Service Quality

Service quality is a complicated construct that has been the main target of variety of studies within the services marketing literature. Two faculties of thought dominate this literature: the Nordic faculty of thought and also the North American faculty of thought. Specifically, the Nordic faculty of thought relies upon Grönroos's (2005) two-dimensional model whereas the North American faculty of thought relies upon Parasuraman et al.'s (1985) in (Karatepe 2013) five-dimensional SERVQUAL model. Different vital abstract and empirical studies during this analysis stream counsel that service quality is comprised of service product, service setting, and repair delivery, or consists of interaction quality, physical setting quality, and outcome quality. (Karatepe 2013.)

Service quality can be explained that the result of the comparison that customers build between their expectations a couple of service and their perception of the approach the service has been received. (Gronroos, 1984; Parasuraman et al., 1985; 1988; Caruana, 2002). Service quality is outlined because the degree of discrepancy between customers' normative expectation for service and their perceptions of service performance (Parasuraman et al., 1985). The definition of service quality was additional developed as "the overall analysis of a selected agency that results from examination that firm's performance with the customer's general expectations of however companies therein trade ought to perform (Parasuraman et al., 1988).

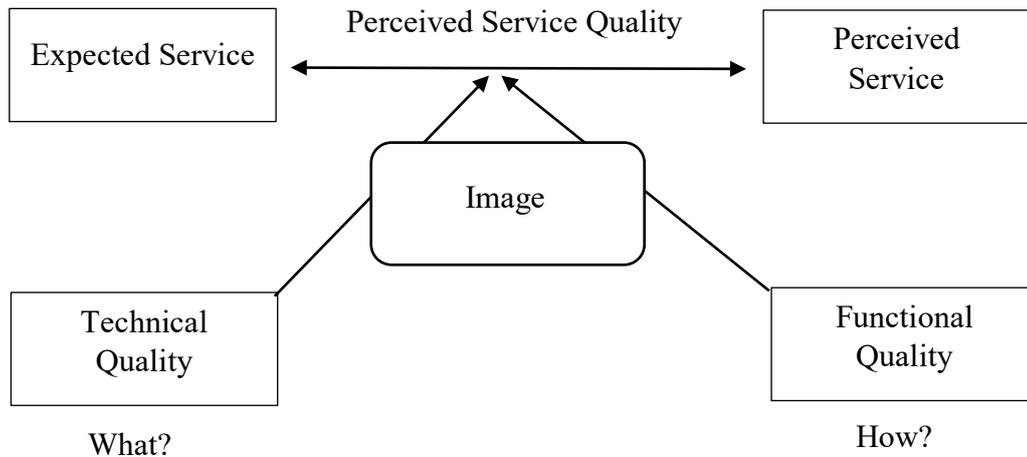
2.2 Service Quality Models

Since over last thirty years ago, service quality has attracted the major attention of business owners, managers and researchers and led the sturdy impact on business performance, lower prices, client satisfaction, client loyalty and profit (Leonard and Sasser, 1982; Cronin and Taylor, 1992; etc.). There has been a continued analysis on the definition, modelling, measurement, information collection procedure, data analysis, problems with service quality. And the results of those analysis have been used as the basic for the researchers for their further researches. For a corporation to achieve competitive advantage it should use technology to assemble info on market demands and exchange it between organizations for the aim of enhancing the service quality. Researchers and managers thrive for learning details regarding elements of service quality in their organization of obvious reasons of client satisfaction, exaggerated profitability etc. during this context model gains specific importance because it not solely facilitate in learning the factors related to it however additionally can give a direction for enhancements. Throughout last three decades, a great deal of scientists work on service quality activity and lots of measurements prompt however just some of them were acceptable and additional employed by scientists. The four major measurements of service quality are going to be mentioned in this part.

2.2.1 The Nordic Model

Early conceptualization of service quality was shaped by Gronroos (1982, 1984), he has outlined the service quality by technical or outcome (what client receive) and purposeful or method connected (how client receive the service) dimensions (Figure 2.1) (Gronroos, 1982, 1984, 1988). Image build up by technical and functional quality and impact of other factors (marketing communication, word of mouth, tradition, ideology, client needs and pricing). Nordic model is predicated on disconfirmation paradigm by comparison perceived performance and expected service. This was the primary arrange to measure the quality of service. Gronroos model was general and while not providing any technique on measurement technical and functional quality. Rust and Oliver (1994) tried to refine the Nordic model by The Three-Component Model. That model was based on three components: service product (i.e., technical quality), service delivery (i.e., functional quality), and service environment

Figure (2.1) The Nordic Model



Source: Grönroos (1984)

2.2.2 SERVQUAL Model

In the mid-1980s Berry and his colleagues Parasuraman (1985) and Seithaml (1985) began to study service quality determinants and the way client evaluates the standard of services supported the Perceived Service Quality concept (Grönroos 2005). The ten determinants were found to characterize customers' perception of the service. One of the determinants, competence, is clearly associated with the technical quality of the result, and another, creditability, is closely connected to the image facet of perceived quality. However, it's fascinating to look at that the remainder of the determinants are more or less associated with the process dimension of perceived quality (Grönroos 2005). As a results of later study, ten determinants of service quality were decreased to the following five (Grönroos 2005):

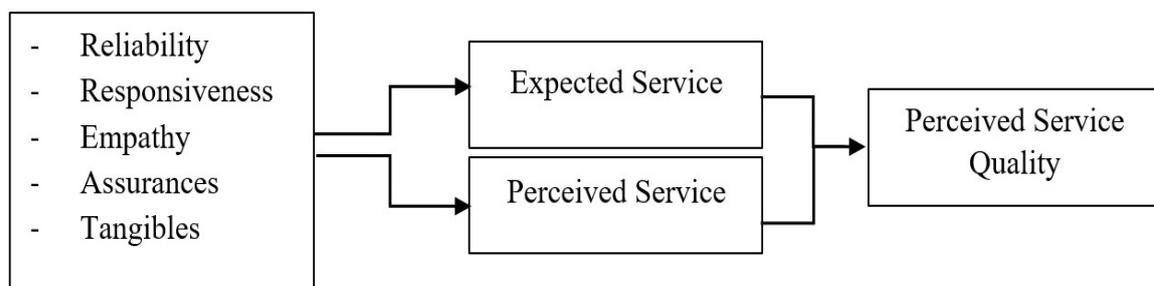
- (1) Tangibles. This dimension is related to the appearance of facilities, equipment, technology and material used by a service firm as well as to the appearance of service employees.
- (2) Reliability. This dimension is related to the quality of how the service firm provides its customers with accurate service in the first time without making any mistakes and how the service is delivered what it has promised to do by the exact time that has been agreed upon.

(3) Responsiveness. This means that the employees of a service firm are willing to help customers and respond to their requests as well as to inform customers when service will be provided, and then give prompt service.

(4) Assurance. This dimension is related to the employees' behavior how their performance could give customers confidence in the firm and how the firm makes customers feel safe. The clients' perception towards the assurance level can be increased when the employees are always courteous and have the necessary knowledge to respond to customers' questions.

(5) Empathy. This dimension is related to the quality how the firm understands customers' problems and performs in their best interests as well as giving customers individual personal attention and having convenient operating hour.

Figure (2.2) The SERVQUAL Model



Source: Parasuraman et al., (1985)

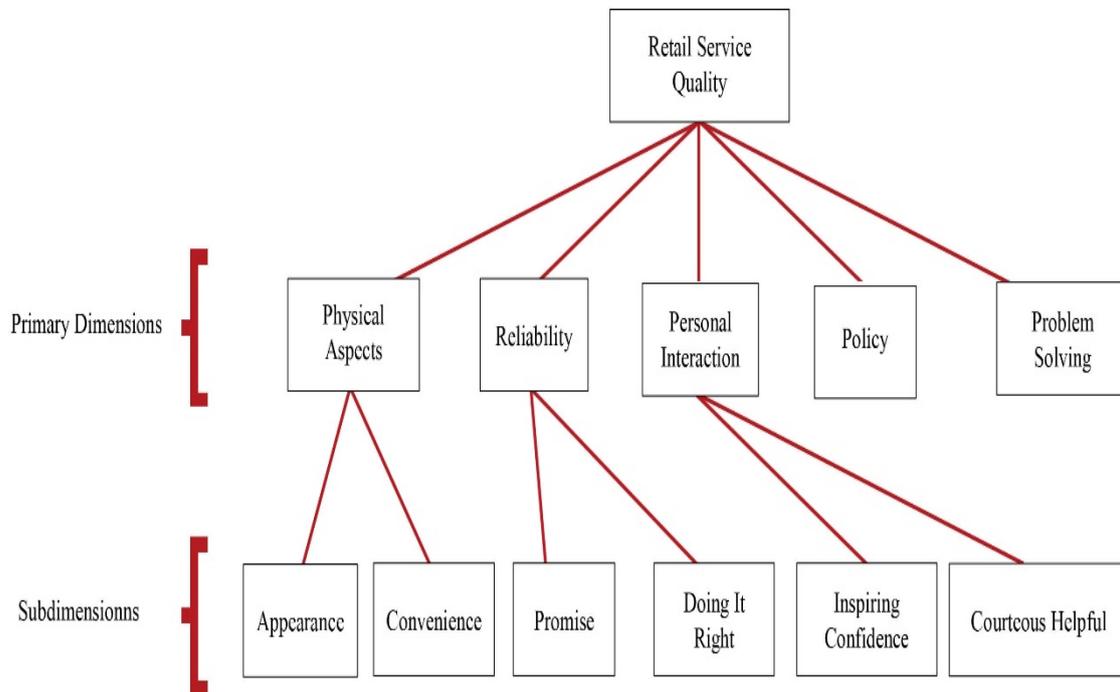
Although SERVQUAL model has been criticized from another researchers, SERVQUAL is the instrument most used for its valid issue in most cases by researchers. Therefore, till in these days, SERVQUAL has verified to be an ungenerous model that has been employed in numerous service organizations and industries to measure service quality. This model is that the most employed by marketing researchers and scientists.

2.2.3 The Multilevel Model

Because inconsistent reportable in SERVQUAL factors, in 1996 Dabholkar, Thorpe and Rentz projected the multilevel model for service quality. They recommend dynamical the structure of service quality models to a three-stage model: overall perceptions of service quality, primary dimensions, and Sub-dimensions (Figure 2.3). This model was for evaluating service quality in retail industry. Though multilevel model proposed a brand new structure, it must generalize for various areas and contemplate the

result of another factors like environment, price, etc. Additionally, there is a lack of characteristic attributes or factors that outline the sub dimensions.

Figure (2.3) The Multilevel Model



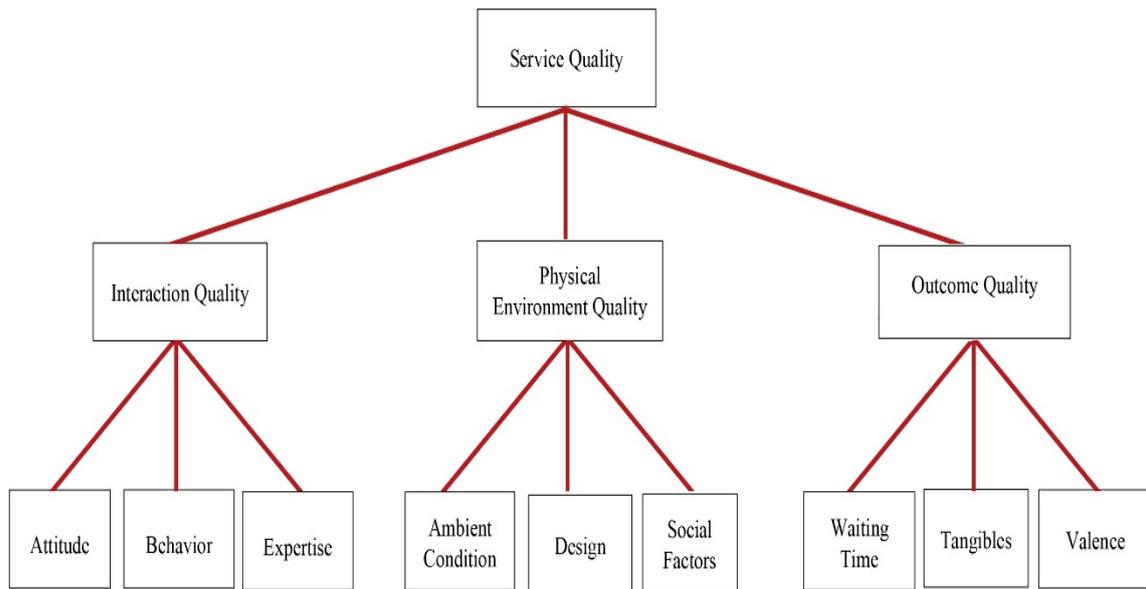
Source: Dabholkar et al., (1996)

2.2.4 Hierarchical Model

In 2001 Brady and Cronin, steered a replacement model by combining four models. They ameliorated SERVQUAL model by specifying what required to be reliable, responsive, empathic, assured and tangible. Brady and Cronin adopted service quality perception supported analysis by client in three dimensions which are interaction quality, physical environment quality, and outcome quality. Interaction quality means functional quality and outcome quality means technical quality. Additionally, they settle for multilevel service quality perceptions and multidimensional (Dabholkar, et al., 1996). Service quality has three primary level dimensions during this conceptualization like interaction, environment and outcome. And each of those three primary dimension has three sub dimensions. Interaction dimension's sub dimensions are attitude, behavior and expertise. Environment's sub dimensions are ambient Conditions, design and social factors. And the sub dimensions of outcome are waiting time, tangibles and valence.

Sub dimensions were specified from this new model conceptualized by the hierarchical model and SERVQUAL factors. Brady and Cronin have improved service quality framework and resolved the stalemate in this theory. It defines service quality perception and a transparent kind of service quality measurement. In SERVQUAL measurement, service outcomes were not clearly thought of, however Brady and Cronin's model appears to fill this void (Pollack, 2009).

Figure (2.4) The Hierarchical Model



Source: Brady and Cronin (2001)

In addition, it shows the client expertise at totally different levels and varied dimensions of service (Figure 2.4). Some researchers work on the hierarchical model and located the dependableness for this framework in varied services. Like all the measurements, hierarchical model has distinction in factors and importance of sub dimensions with regard to services like health care (Chahal and Kumari, 2010; Dagger, Sweeney, and Johnson, 2007), Sport (Ko, 2000), Mobile health (Akter, D'Ambra, and Ray, 2010), hairdresser (barber) and telco subscribers (Pollack, 2009). This model can ready corporations to acknowledge issues in primary stage of their delivered services - Interaction Quality, Physical Environment Quality, and Outcome Quality - (Pollack, 2009). It will facilitate managers to realize client desires and repair weaknesses at the same time so as to reinforce service quality perception and repair experiences of client via prime quality of service.

2.3 Creativity

Creativity is defined in most literature as problem solving, where solution to the problem involve insight and clarity (El-Murad and West 2004, 188). Creativity as a tool is important in advertising, and brand cannot exist without creativity. “Creativity is essential in business because it’s a differentiator,” said Tucker Marion, an associate professor in Northeastern University’s D’Amore-McKim School of Business and director of the Master of Science in Innovation program. Eighty-two percentage of executives surveyed by Forrester agree that corporations profit from creativity. Among those advantages including increased revenue and bigger market share. It’s why fifty eight percentage of respondents mentioned they set goals around inventive outcomes, and why another forty eight percent claim to fund new ideas spun out of creative brainstorming. Organizations these days operate in an exceedingly extremely competitive, global environment, making creativity crucial. Creativity is what fuels huge ideas, challenges employees’ way of thinking, and opens the door to new business opportunities. Creativity in business could be a crucial opening move that has to be prioritized by senior leadership. A survey by IBM of over one, 500 chief executive officers shows consensus: Creativity was ranked as the number one factor for future business success, above management discipline, integrity, and even vision.

Creative business ideas set corporations excluding each other. Without creativity and innovation, every company would follow the same patterns in marketing/promotion, technique, or even the goods and services they may be selling. Creativity is crucial for businesses these days, especially when the market is dependent on innovative, breaking technology. The collaboration of inventive minds has the power to push inventive business ideas into reality. Once the business brain is able to think outside the box, the possibilities are endless.

Nowadays, many organizations realize their maximum value creation in customer satisfaction. Strategic plans, mission statements and policies of the organization, are the clear reasons on this point. At present, the factors affecting the level of customer satisfaction, customer satisfaction measurement and determination, are the main concerns of managers in both profit and non-profit organizations. Meanwhile, the organization can only be won in a competition, which can attract more customers and can keep them for future products. On the other hand, the widespread uses of information technology have enabled companies to increase awareness of the needs and requirements of their

customers with the technical knowledge, skills and expertise. However, it is clear that, it is difficult to attract and retain customers in today's competition, because the choices for the customer have increased and they are free to choose other companies' products. Therefore, it is very difficult to face the competition at this time.

2.4 Torrance's Creativity Model

Numerous makes an attempt are created to stipulate analysis studies and models in power, with express views, definitions and theories that impact business processes, strategic coming up with, performance sweetening and plenty of different aspects that guide power and innovation. Many writers have additionally suggested theoretical or hypothetic frameworks for explaining the integrative processes by generating normal ideas of inventive perceptions and autobiographical explanations of the inventive processes. Webster (2002:19) offers a detailed conceptual framework for creativity thought patterns, that involves composition, performance and analysis within the kind of divergent and convergent reasoning (Wheeler, Waite and Bromfield, 2002:367)

A comprehensive study of models area unit made public in an exceedingly operating paper by Plsek (1996:1), examining AN assortment of frameworks for creativity and artistic thought since 1908, that has been suggested throughout the creativity literary works throughout the last four decades and extracts the standard and standard ideas from these varied creativity models and moreover presents a composite model that integrates these ideas. Of significance is that the incontrovertible fact that many specialists ail the thinking on creativity outlined to be a series of actions at intervals a creativity framework.

Ellis Paul Torrance developed valid instruments that measured individual creative talent. His test area unit supported the "divergent thinking" theories of Guilford. The scope of application of Torrance Tests of Creative Thinking (TTCT) ranges from the measure of individual creative talent to the result of coaching interventions in catalysing talent employment. Torrance printed over one thousand educational articles on creativity. He developed a benchmark methodology for quantifying creativity, the Torrance Tests of Creative Thinking (TTCT). At the start he had used Guilford's (1956) four divergent thinking factors: fluency, flexibility, originality and elaboration.

Fluency can be defined as the total number of interpretable, meaningful, and relevant ideas generated in response to the stimulus. Fluency refers to the assembly of an excellent range of concepts or alternate solutions to a tangle. Fluency implies understanding, not simply basic cognitive process info that's learned. This captures the flexibility to come back up with several numerous concepts quickly. This is often measured by the whole range of concepts generated.

Flexibility can be expressed as the number of different categories or shifts in responses. Flexibility refers to the assembly of concepts that show a spread of potentialities or realms of thought. It involves the flexibility to examine things from completely different points of view, to use many various approaches or methods. Being versatile suggests that making selection in content, manufacturing completely different classes, changing one's mind set to do differently, and perceiving a tangle from completely different views. Flexibility captures the flexibility to cross boundaries and build remote associations. This is often measured by range of various classes of concepts generated.

Originality can be mentioned as the number of unusual yet relevant ideas and the statistical rarity of the responses. Originality involves the assembly of concepts that are unit distinctive or uncommon. It involves synthesis or putting into a couple of topics back along in a very new method. Being Original suggests that moving off from the apparent, breaking off from habit sure thinking, statistically occasional responses, and therefore the ability to form novel, completely different or uncommon views. This measures however statistically completely different or novel the concepts are unit compared to a comparison cluster. This is often measured as range of novel concepts generated.

Elaboration can be expressed as the amount of detail used to extend a response. Elaboration is that the method of enhancing concepts by providing a lot of detail. Further detail and clarity improves interest in, and understanding of, the topic. The organization should be elaborate however not to a fault. Being elaborate suggests that adding details or concepts, developing them and filling in details for doable implementation. This measures the number of detail related to the concept. Elaboration has more to do with specializing in every solution or idea and developing it further.

2.5 Customer Satisfaction

Perceived service quality may be an international judgment or attitude concerning the prevalence of the service, whereas satisfaction is related to the specific transaction (Parasuraman et al., 1988). On the opposite hand, client satisfaction has been urged to be the leading determinant of loyalty (Lam and Burton, 2006). Ehigie (2006) suggests that there's a significant positive relationship between client satisfaction and client loyalty. As such, client satisfaction during this analysis is acting as a mediator between service quality and client loyalty.

Hallowell (1996) outlined satisfaction as a post selection critical judgment of a specific group action. It emanates from client's perception of the price received throughout transacting or relationship wherever price equates to perceived service quality relative to value and customer acquisition prices (Hallowell, 1996; Blanchard and Galloway, 1994). According to Santouridis associate degree Trivellas (2010) satisfaction will thus be seen as an output of client service or service encounters even as client loyalty is. Schiffman, et al (2010) advocate that client satisfaction is known by a response that pertains to an explicit focus (purchase expertise or associated product) and happens at a sure time (post purchase or post consumption). This definition supports the opinion that a consumer's level of satisfaction is set by accumulative expertise at the purpose of contact with the provider (Santouridis and Trivellas, 2010). A marketer who adopts the selling idea sees client satisfaction as the way to profits. To confirm survival and success, organizations thus ought to satisfy their customers. Chiguvu (2016) explains that client satisfaction is that the customer's feeling that a product has met or exceeded his/ her expectations.

Customer satisfaction is a business term that determine that the goods that company sold to its customers how much satisfying them. Within the era of intense competition each business tries to attain client satisfaction in competitive setting that is taken into account key parts for all businesses. Client satisfaction features a completely influence the repurchase intention (Anderson and Sallivam, 1993). Client invariably becomes loyal and happy if company makes the merchandise or service in line with client necessities. Some firms that are well established bear losses to develop their client satisfaction and loyalty. In line with Bolton (1998), firms' long term customers have previous accumulative satisfaction rating and few smaller future perceived losses related to future service encounter. Creativeness results in the client satisfaction in each sector as

a result of company brings innovative changes in its product and services to create client happy and meet their wants. Typically customers are terribly acutely aware concerning the behavior of company connected their complaints either firms take their complaints seriously or not. If the businesses work on client complaints then client assume company care them that enhance the client satisfaction.

Anderson and Sullivan (1993), argues that client repurchase product can depends on client satisfaction. The businesses that are quickly handling the complaints of client result in loyalty and cut back the negative impression by the client. Though some firms equipped sensible quality product to client however someday still suffer as a result of lack of client interaction and did not perceive precise the knowledge concerning client would like because of lack of awareness of fixing in technology and trends.

2.6 Customer Loyalty

Customer loyalty is outlined as a commitment to keep purchasing a most popular product or service continuously no matter situational factors and selling efforts which could lead to switch behavior (Chiguvi, 2016). According to Mellroy and Barnett (2000) loyalty is a customer's commitment to do business with a given organization, to purchase its goods or services repeatedly and to recommend them to colleagues. The relationship was argued to continue as long as customers feel they are receiving better value than they would obtain from rival suppliers (Mellroy and Barnett, 2000).

Customer loyalty is occurred by sustained satisfaction of the client accompanied by emotional attachment formed with the service supplier that generates temperament and consistence within the relationship with preference, patronage and premium (Rai and Medha, 2013). Customer loyalty occurs when a customer purchase repeatedly a product or service for long term, and has an emotional attitude towards the product/service or towards the company which provides that good/service(Wong and Sohal 2003, 2).

Attraction of client is predicated on company's offered product and service that attracts the shoppers per their wants and desires. If company is providing the merchandise and service per client wants and desires that factor increase the satisfaction of client and client loyalty. Per Bayous (1992) that analysis give facilitate the corporate and distributor to spot the complete loyalty that connected client implies that create complete enticing. There square measure variety of variables that influence the re purchase trend. These

influencing variables square measure still hidden, they're not explored. Once a client re purchase an artefact, there are several alternative external factors that have an effect on its re purchase behavior.

These factors are also the gender, consummation pattern or Age. It implies that complete preference cannot be known solely by organization. There are several alternative factors that have nice impact of re purchase behavior (Allenby and Lenk 1995), Loyalty of the complete from the client facet conjointly laid low with many alternative factors. These factors embody client behavior, personal contacts with the one who is supplying the goods, family pressure to buy the merchandise and others who are using that product.

When the client is loyal with the merchandise it'd be terribly straightforward to create and launch a new product. Incentives and deals also are offered by the organization. Tellis (1988) conjointly recommended that once someone is loyal to the merchandise, it'd be less aware within the call of valuation. It's conjointly resulted from literature once a client is loyal with complete it'll not head to the other complete unless any similar complete is obtainable. Once a client is loyal to complete in real terms, it become advocate of that product conjointly encourage the opposite persons to shop for that product.

2.7 Previous Studies

To develop the conceptual framework for this study, some relating papers are reviewed. Gyimah and Boohene, et al. (2011) from Ghana have analyzed about customer satisfaction in their thesis, Customer Satisfaction in the Outdoor Advertising Industry: A Case of Alliance Media Ghana Limited (AGM) (2011). In this paper, the researcher studied the role of the service quality variables in enhancing customer satisfaction in AGM. This study explored the conception of using service quality in an out of doors trade to make client longevity exploitation the SERVQUAL model. The objective of the paper is to find out which of the service quality variables had significant impact on customer satisfaction. This study sought to demonstrate empirically that customer satisfaction and service quality had a linear relationship. The target respondents were clients of AGM in Ghana.

The results discovered that service quality indicators like responsiveness and sympathy considerably impact on client satisfaction. Responsiveness considerably and powerfully impacts on the client satisfaction level of AMG customers. Responsiveness account for the sixty four percent (64%) of the satisfaction level of customers against all the other service quality factors empathy also has significant influence on the level of satisfaction. Empathy conjointly has important influence on the extent of satisfaction. Responsiveness and sympathy in reference to the AMG's service delivery have important influence on the satisfaction level of their customers. Reliability is basically involved with the service outcome; tangibles, responsiveness, assurance, and empathy are more concerned with the service process. The results of this study depict the service outcome and method of Alliance Media Gold Coast restricted. The service quality variables, particularly responsiveness and empathy are the main determinants of customer satisfaction for Aliance Media Ghana Limited. The researchers have suggested that AMG should aim at being more reliable which directly affects their core service.

Loke and Taiwo, et al. (2011) from Malaysia also analyzed the relationship between service quality and customer satisfaction in their thesis. In this paper, the researcher examine the impacts of reliability, responsiveness, assurance, empathy and tangible aspects on customer satisfaction. The purpose of this study was to look at the impact of many product and repair delivery factors on according levels of service quality among one GSM supplier. A total of two hundred current users of a GSM supplier participated during this study. Gap analysis was accustomed to verify the perceived importance and satisfaction on every dimension of service quality, and regression analysis was conducted to test the relationship between service quality and levels of client satisfaction.

In this study, according to the regression results, it is confirmed that the five perceived service quality dimensions explained 80.5% of the client satisfaction towards the GSM telecommunication company. Empathy had the strongest effect on the customer satisfaction, followed by staff reliability and staff responsiveness. However, tangibility was found to be insignificant towards customer satisfaction. And the study also mentioned that assurance has the biggest difference between expectation and perception. Since assurance was conceptualized as the employees' information and courtesy, and the ability to inspire trust and confidence, these findings indicated that the perception fall far below the expectations, and that the flexibility of the employees to speak trust and

assurance to the clients is lacking. This finding has confirmed a big positive relationship between service quality and client satisfaction except within the space of tangibility. Prompt and reliable services area unit very important to draw in, serve and retain the customers. The importance of sympathy in influencing satisfaction steered that client relationship management strategy ought to specialize in rising in-depth understanding of shopper motivation and modus vivendi factors. The coaching and performance activity of client service agents must embrace relative parts permitting them to appreciate and articulate consumer wants. Results of this study suggested for the strategy development for superior service quality management especially in the areas of assurance, empathy and responsiveness.

Minh and Huu (2016) from Vietnam have analyzed the relationship between service quality, customer satisfaction and customer loyalty by investing the Vietnamese retail banking sector. The main objective of that study was to verify and supply new empirical proof regarding the interrelationships between service quality, customer satisfaction and customer loyalty. That paper developed and empirically tested the interrelationships between service quality, customer satisfaction and customer loyalty in a retail banking context. In that study, a research model about the interrelationships between service quality, customer satisfaction, and customer loyalty is suggested. Then a survey is conducted with retail banking customers regarding these constructs, which ends up in 261 valid respondents. The analysis revealed that service quality and customer satisfaction are important antecedents of customer loyalty and customer satisfaction mediates the effects of service quality on customer loyalty.

The findings contributed to the discussion about the complex interrelationship between service quality, customer satisfaction, and customer loyalty. That study has provided empirical evidence of their relations to each other as proposed in the research model. The hypothesis that service quality is the antecedent of customer satisfaction is confirmed in that study. Customer satisfaction was also validated as an antecedent of customer loyalty, which is proposed in the research. According to the survey results, customer satisfaction was confirmed as partially mediating the relationship between service quality and customer loyalty, which highlights the role of client satisfaction as a fundamental foundation for achieving client loyalty.

Sachro and Pudjiastuti (2013) have studied the effect of service quality on client satisfaction and client loyalty by finding out the corporate from Indonesia. The aim of the

paper is to research and present the impact of service quality on client satisfaction and client loyalty at PT Argo Bromo Anggrek Train Jakarta-Surabaya in Indonesia. Samples were Railway Transport Argo Bromo Anggrek Jakarta Surabaya's service users. Sample size was three hundred respondents. Data was analyzed with structural equation model (SEM). The results showed that services quality considerably influence to client satisfaction. Client satisfaction vital result on client loyalty. Service quality isn't nevertheless vital result on client loyalty. The results showed that the five dimensions of reliability, responsiveness, assurance, empathy, and tangibility shaper evidenced service quality. The results showed there's a powerful and positive influence between the variables of service quality on client satisfaction. A high quality service may guarantee to guide the client loyalty, as a result of the service quality encompasses a terribly robust influence on the creation of loyalty. Client satisfaction could be a good negotiate from the effective service quality on client loyalty to PT Argo Bromo Anggrek Train Jakarta-Surabaya in Indonesia.

Halmai (2010) has analyzed concerning the importance of the creative thinking within the advertising industry. The main objective of the thesis was to propose an outline of previous analysis administered in creative thinking analysis, likewise as providing additional contribution to the present growing field of selling through investigation the outcomes of creative thinking on purchase intentions from a rather completely different perspective in distinction to previous researchers. Within the paper, the most goal of the analysis was the investigation of the link between advertising creative thinking and get intention. Then a survey is conducted with individuals with completely different demographic background who don't seem to be skilled in advertising market, which ends in 238 valid respondents. The survey discovered that a better level of creative thinking incontestable in advertising can usually be additional doubtless to end in the event of purchase intention. And it's additionally pointed out that everyone dimensions of creative thinking in advertising are of equal importance.

Levin, Lobo and Thaichon (2016) have studied concerning the influence of creativity and inter-firm relationships on the consumer loyalty. The objectives of this study are to develop and take a look at a model supported service quality and relationship promoting literature to research however advertising agencies' creativity and inter-firm relationships influence their shoppers' worth perceptions and overall satisfaction; and to look at however worth perceptions and overall satisfaction influence the loyalty of clients

towards their advertising agencies. A valid survey instrument was used to collect quantitative information. Responses from 119 shoppers of advertising agencies were analyzed using the Partial Least Squares (PLS) technique. The study has incontrovertible evidence that creativity could be an additional necessary determinant of client's worth perceptions than inter-firm relationships. The findings from that study support the direct relationship between perceived worth and future intentions collectively logically expected in industrial and skilled relations. Moreover, the link between evaluative-based satisfaction and loyalty is powerfully supported.

2.8 Conceptual Framework of the Study

According to the above literature and results from the prior research, the following conceptual model is developed for this study. The framework shows how Service Quality and Creativity effect on the customer satisfaction and customer loyalty. The Figure 2.1 shows the conceptual framework of the study.

Figure (2.5) Conceptual Framework of the Study



Source: Own Compilation, 2019

In a framework, four major parts are included. These are service quality, creativity, client satisfaction and client loyalty. The first part is service quality consisting of tangibles, reliability, responsiveness, assurance and empathy. The second part is

creativity consisting of originality, fluency, flexibility and elaboration. The third part is client satisfaction and the fourth part is client loyalty. Client satisfaction was measured by two factors called service quality and creativity. Service quality can be measured with five variables. Creativity can be measured with four variables. In order to maximize client satisfaction, it is essential to understand the influencing factors that result in satisfaction. Client satisfaction is providing a higher expected value through lower price to them with extra effort and it has a positive effect on the client attitude towards the product or service and client loyalty. Therefore, this study focuses how the service quality and the creativity of a broadcast station can impact the client satisfaction and whether the client satisfaction leads to client loyalty.

CHAPTER (3)

SERVICE QUALITY AND CREATIVITY AT FOREVER GROUP CO., LTD.

This chapter introduces the background history and profile of Forever Group Co., Ltd. and service quality and creativity at this company. Later on, demographic profile of respondents, reliability test of survey results and mean tables of service quality variable and creativity variable are described.

3.1 Profile of Forever Group Co., Ltd.

Forever Group Co. Ltd. was founded in 1995 to introduce the first computer graphics technology to Myanmar. The first ever Computer Graphics Training Center was established in the year 1996, where many of Myanmar' talented graphic designers and broadcasting professionals were produced. In 1998, the Computer Technology Training Institute was established together with the collaboration of Ministry of Information.

Forever Group's first free to air channel "MRTV-4" was launched in 2004 with the collaboration of Ministry of Information and the Myanmar Radio and Television. MRTV-4 set the record in 2010 by being the first Myanmar free-to-air channel to broadcast 24 hours daily, reaching an estimated viewership of over 60 percent of Myanmar's population. MRTV-4 is now available in High Definition Quality which can be tuned in using DVB-T2 in 25 cities and DTH systems nationwide.

In 2012, Forever Group Co., Ltd launched the second free-to-air channel called Channel 7, targeting to the younger audience of Myanmar. Channel 7 has become the top free to air channel for its youth-oriented programming and its outstanding line-ups including the latest and the most innovative programs in the country today. Channel 7 is now available in High Definition Quality which can be tuned in using DVB-T2 in 25 Cities and DTH Systems nationwide.

Forever Group launched its newest digital free-to-air channel called Maharbawdi Channel in 2013. Maharbawdi's flagship programs are meant to enrich and deepen the viewers' devotion to Buddha.

Mandalay FM Radio station was launched in 2008 to provide entertainment to the audience with its music and variety radio programs. On 1st May 2013, Mandalay FM

Radio was the first ever station to broadcast Live in Myanmar. Pyinsawadi FM was launched in 2009. Pyinsawadi FM was re-branded as Teen Radio in 2016. Pyone Play online platform was launched in 2016 to provide free access of On Demand and live streaming of the best contents of MRTV-4, Channel 7 and other exclusive programs. Pyone Play application is also available on Google Play Store for both IOS and Android systems.

The main business of Forever Group is two Free-To-Air TV channels, MRTV-4 and Channel 7. All Free-To-Air TV channels run their business by accepting TV commercial and other type of advertising from the other business. Forever Group assigns ten advertising agencies to do advertising business. According to Media Overview 2019 (Jan to June) report by Nielsen MMRD, Forever Group has achieved 50% of market share in the first half year of 2018 and 61.5% of market share in the first half year of 2019.

The vision of Forever Group is;

- (1) To be a unique, creative and commercially viable broadcaster, with high moral values, serving national interests and delivering excellent value to audiences.

The mission of Forever Group is;

- (1) To inform, educate and entertain in an appealing format and elevate the standards of broadcasting in Myanmar, catering to all audience segments and our TV Channels are the most watched station in Myanmar.
- (2) To ensure all of Forever Group's service offers are popular and profitable

The motto of Forever Group is;

- (1) To have a good attitude
- (2) To be disciplined
- (3) To be a life-long learner

3.2 Service Quality and Creativity at Forever Group Co., Ltd.

As a leading broadcast station, Forever Group always focus on the latest technology and equipment. Rather than outsourcing to produce the quality content, Forever Group always try to produce the content with its own resources. Thus, Forever Group establishes internal the production units, studios with full equipment, acquires live broadcasting facilities and hires foreign consultants to produce high quality content. There are over 1,800 employee at Forever Group. Forever Group's Human Resource

Development Division always monitors the employees' performance and arranges the training whenever it is needed. Forever Group always trains employees to be skillful at their respective duty. All employees have to pay respect the motto of Forever Group, especially to have good attitude. Thus Forever Group employees pay attention the mutual respect whenever they deal with audiences and clients.

And as the advertising is the main revenue stream for Forever Group, Forever Group manage to have all advertising platforms for clients, TV, FM, Out of Home and online. There is a well-organized Sales and Planning Division which is set up with latest broadcast master software and systematic process for accepting and broadcasting the commercials. This division takes care of all advertising process the whole week except Sunday. Moreover, Forever Group arrange the payment system that can be easily access by all clients. Forever Group also set the strict rules and regulations to keep the clients' data confidential especially when the clients have the new marketing campaign to announce. Forever Group makes sure to have the perfect the communication network between the audiences and clients. Forever Group plans its updated content in advance, sometime one year in ahead and inform to its clients so that clients can prepare their marketing plan in advance. Forever Group has printed Terms and Conditions, Sales Policy and monthly program grid which are only available at Forever Group among broadcasters. Forever Group provides the service report to all clients which is acquired from the third party research company to increase the client's trust level for its advertising service. Forever Group also take full responsibility when there is error or changes happened. When changes or errors are happened, Forever Group contact to clients and handle those things till clients are satisfied.

Today the broadcast sector becomes more competitive business field, Forever Group pays more attention to maintain the clients and builds the strong relationship with clients and advertising agencies. Forever Group held the annual appreciation event for advertising agencies and top spending clients. Forever Group also initiate new types of advertising formats ever. Today people are more tend to switch to digital media, Forever Group has developed Pyone Play app to maintain the client providing all possible ways of advertising. Forever Group announces that Forever Group is the one-stop advertising service for all brands, and thus Forever Group makes all advertising platforms and formats available at Forever Group.

Forever Group always proudly mentions about their channels and contents such as MRTV-4 is the very first 24-hour Free-To-Air TV channel, MRTV-4 is the first channel

to produce local drama series, Pyone Play is the first VOD platform in Myanmar. Forever Group tries to produce the very new contents for Myanmar people such as MasterChef Myanmar and Dancing with The Stars Myanmar. Forever Group is the first broadcaster which brought the international formatted programs to Myanmar. Previously, brands could only advertise their product with TV commercial video on TV. But Forever Group has introduced new format of advertising for brands like secondary format advertisements, branded content and branded scoop. Forever Group has set the advertising policy with the help of international consultants and managed that those policy are easy to understand and fair for all clients. However, when clients requests for some customization or negotiation, Forever Group considers those requests and makes some exception based on majority of clients' demands.

3.3 Demographic Profile of Respondents

Before conducting the detail analysis, the demographic factors of respondents are reviewed. The demographic profile includes gender, age, education, type of business, occupation, length of Forever Group's service used, type of Forever Group's service used, frequencies of usage on Forever Group's Service, and usage of service in another TV channel run by a competing broadcasting company to Forever Group. Table (3.1) summarizes all general information of the respondents.

The demographic profile shows that most of respondents are female, 65% and male respondents are 35%. The most of the respondents are aged between 31 and 40 years represents 62%. . In terms of educational background, most respondents are graduates, 81% followed by respondents who are master degree, 19%. The majority of respondents' business is manufacturing sector, 47% and the second is advertising agency, 33%. Most of the respondents are marketing or brand manager, 60% and followed by respondents who are media buyer, 27%. As for the length of service used by respondents, more than third fourth has used Forever Group's service for over two years, 81% and 16% has used between 1 and 2 years. Nearly all respondents have used TVC service at Forever Group, 90%. Most of them have implemented their advertisement in Forever Group for 16-20 days period, 37% and followed by 11-15 days period, 36%. But nearly all respondents, 91% has implemented their advertisement in another TV channel run by a competing broadcasting company to Forever Group.

Table (3.1) Demographic Profile of Respondents

Sr. No.	Demographic Factors	No. of Respondents	Percentage
	Total	120	100
1	Gender		
	Male	42	35
	Female	78	65
2	Age (Years)		
	Under 30	14	12
	31-40	74	62
	41-50	22	18
	Over 50	10	8
3	Education		
	Graduate	97	81
	Master	23	19
4	Type of Business		
	Manufacturing	68	57
	Trading	17	14
	Services	8	7
	Ad Agency	27	22
5	Occupation		
	Business Owner	72	60
	Marketing Director	32	27
	Media Buying Director	7	6
	Other	9	8
6	Length of Service Used		
	Less than 1 year	4	3
	1-2 year	19	16
	Over 2 years	97	81
7	Type of Service Used		
	TVC	108	90
	2nd Event	0	0
	PPL	3	2
	Sponsorship	9	8
8	Frequency of Usage		
	6-10 days	9	7
	11 -15 days	43	36
	16-20 days	44	37
	Over 20days	24	20
9	Use another Channel		
	Yes	109	91
	No	11	9

Source: Survey Data (2019)

3.4 Reliability Test

Before conducting the detail analysis, the reliability of each variables from the survey results are tested with SPSS. Reliability is the quality of a measurement procedure to provide repeatability and accuracy. A construct is said to be reliable if it brings the same result when we use it multiple times. The results are shown in Table (3.2).

Table (3.2) Reliability Test of Variables

Sr. No.	Variable	No. of Item	Cronbach's Alpha Value
1	Service Quality	26	0.899
	- Tangible	5	0.705
	- Reliability	6	0.710
	- Responsiveness	5	0.706
	- Assurance	5	0.696
	- Empathy	5	0.705
2	Creativity	20	0.840
	- Originality	5	0.702
	- Fluency	5	0.701
	- Flexibility	5	0.702
	- Elaboration	5	0.704
3	Client Satisfaction	5	0.703
4	Client Loyalty	6	0.703

Source: Survey Data (2019)

Cronbach's alpha is a coefficient of reliability used to measure the internal consistency of a test or scale. For internal reliability (consistency of the research instrument), reliability test for all service quality dimensions, all creativity dimensions, client satisfaction scale and client loyalty scale was done.

The overall reliability of the service quality scale was found to be 0.899 (Table 3.2) which indicates the acceptability of the items. Moreover, the scale consistency of each dimensions adapted from the combination of service quality dimensions of

Parasuraman (1985) and Anton (1997) namely tangible, reliability, responsiveness, assurance and empathy were also computed with the value of 0.705, 0.710, 0.706, 0.696 and 0.705 respectively as Table (3.2) shows.

The overall reliability of the creativity scale was found to be 0.840 (Table 3.2) which indicates the acceptability of the items. And the reliability of all dimensions of creativity namely originality, fluency, flexibility and elaboration were also computed with the value of 0.702, 0.701, 0.702, and 0.704 respectively as Table (3.2) shows. Moreover, both the overall reliability of the client satisfaction scale and the overall reliability of the client loyalty scale was found to be 0.703 (Table 3.2) which indicates the acceptability of the items.

3.5 Client Perception on the Service Quality at Forever Group

In this study, the effect of service quality on client satisfaction in Forever Group Co., Ltd. has been surveyed. Respondent's perception towards Forever Group's service quality is measured through five service quality dimensions. All the respondents were asked by 5 points Likert scaled questions (5= strongly agree, 4 =agree, 3 =neutral, 2 = disagree, 1= strongly disagree) in order to the find out the effect of service quality on client satisfaction in Forever Group Co., Ltd. The standard deviation, and mean scores of service quality are presented in the study based on findings.

3.5.1 Tangibility

The tangibility dimension of service quality is surveyed with five questions. The questions are about the equipment and technology used, work process and employees' skill. The respondents' perception towards the tangibility dimension of service quality of Forever Group are shown in Table (3.3).

Table (3.3) Tangibility

Sr. No.	Statement	Mean
1	Sufficient equipment to produce quality content	3.34
2	Advertising accepting process	3.27
3	Having sufficient staffs	3.35
4	Having latest technology in industry	3.07
5	Having Neat employees	3.31
Overall Mean		3.27

Source: Survey Data (2019)

According to Table (3.3), the statements asking about tangible dimension to measure service quality of Forever Group have the similar and high mean value. Among them, respondents more agree that Forever Group has sufficient staffs, which is the highest mean score that is 3.35. Then the perception on Forever Group's sufficient equipment to produce quality content and employees is also good and the mean scores are 3.34 and 3.31 respectively. The respondents are satisfied upon the number and appearance of employee and equipment. As overall mean of tangible variable is 3.30, the perception of respondents on tangible dimension of Forever Group's service quality is quite good.

3.5.2 Reliability

The reliability dimension of service quality is surveyed with six questions. The questions are about how the clients feel upon the Forever Group's performance, how Forever Group's provide the service and the communication system of Forever Group. The respondents' perception towards the reliability dimension of service quality of Forever Group are shown in Table (3.4).

According to Table (3.4), the respondents are pleased about communication plan and get the mean score 3.69 and it is the highest among the mean scores of other facilities. Moreover, the respondents feel sense of secure and they agrees that Forever Group focuses on accuracy of broadcasting record as those statements' mean scores are 3.36 and 3.28 respectively. The respondents are satisfied upon the communication system

and data controlling system of Forever Group. As overall mean of reliability variable is 3.33, the perception of respondents on reliability dimension of Forever Group's service quality is good.

Table (3.4) Reliability

Sr. No.	Statement	Mean
1	Providing sense of secure to client	3.36
2	Clients' confident and trust in quality	3.24
3	Having sincere interest in clients	3.26
4	Providing promised service	3.16
5	Focusing on accuracy of broadcasting record	3.28
6	Informing update news to clients	3.69
Overall Mean		3.33

Source: Survey Data (2019)

3.5.3 Responsiveness

The responsiveness dimension of service quality is surveyed with five questions. The questions are about how fast the employees of Forever Group provide the service in high quality and the attitude of employees towards the clients. The respondents' perception towards the responsiveness dimension of service quality of Forever Group are shown in Table (3.5).

Table (3.5) Responsiveness

Sr. No.	Statement	Mean
1	Providing clients precise services promptly	3.32
2	Understanding clients' specific needs	3.38
3	Providing clients prompt technical assistant	3.27
4	Having willingness to help clients	3.42
5	Increasing clients' confidence by performance	3.53
Overall Mean		3.38

Source: Survey Data (2019)

According to Table (3.5), the statements asking about responsiveness dimension to measure service quality of Forever Group has the similar and high mean value. Among them, the respondents agrees that Forever Group can increase clients' confidence by its performance as that statement has the highest mean score that is 3.53. And according to mean values, it can be assumed that the respondents accepts that Forever Group's employees have willingness to help clients and they understand clients' specific needs. The respondents are satisfied upon the performance of employee. These are the main important facilities to get positive impression toward the service quality of Forever Group. As overall mean of responsiveness variable is 3.38, the perception of respondents on tangible dimension of Forever Group's service quality is very good and Forever Group should control and maintain the performance of employee.

3.5.4 Assurance

The assurance dimension of service quality is surveyed with five questions. The questions are about how Forever Group keep the words about their service, provide the service on time and keep the clients' information confidential. The respondents' perception towards the assurance dimension of service quality of Forever Group are shown in Table (3.6).

Table (3.6) Assurance

Sr. No.	Statement	Mean
1	Accuracy of services	3.67
2	Keeping Commitments	3.29
3	Safeness	3.15
4	Courteous upon clients	3.28
5	Attention upon Clients	3.52
Overall Mean		3.39

Source: Survey Data (2019)

According to Table (3.6), the respondents accepts that Forever Group provides accurate service to clients as that statement has the highest mean score that is 3.67 among the mean scores of other statements. Moreover, the respondents agrees that Forever

Group's employees give clients attention. The respondents are satisfied upon the way how Forever Group provides the client service. As overall mean of reliability variable is 3.39, the perception of respondents on assurance dimension of Forever Group's service quality is very good.

3.5.5 Empathy

The empathy dimension of service quality is surveyed with five questions. The questions are about how Forever Group's employee deals with client. The respondents' perception towards the empathy dimension of service quality of Forever Group are shown in Table (3.7).

Table (3.7) Empathy

Sr. No.	Statement	Mean
1	Having knowledge to solve clients' problems	3.20
2	Having enthusiasm to understand clients' needs	3.28
3	Considering clients' needs in the first place	3.02
4	Prioritizing clients' interest	3.98
5	Convenient Operating hours	3.02
Overall Mean		3.10

Source: Survey Data (2019)

As Table (3.7) shows, it is stated that the respondents agrees that Forever Group has clients' best interest at heart. The mean value of the rest statements are quite similar and are round about 3.2. The respondents are satisfied upon the way how Forever Group's employee focus on clients' interest, but clients are not very satisfied with employee's skill set. As overall mean of reliability variable is 3.10, the perception of respondents on empathy dimension of Forever Group's service quality is quite good.

3.5.6 Summary of Service Quality

The service quality is analyzed with five dimensions in this study and the respondents have to answer twenty six questions. The respondents' perception towards the service quality of Forever Group are shown in Table (3.8).

Table (3.8) Service Quality

Sr. No.	Dimension	Mean
1	Tangibles	3.27
2	Reliability	3.33
3	Responsiveness	3.38
4	Assurance	3.39
5	Empathy	3.10

Source: Survey Data (2019)

According to the survey results, perception of respondents on assurance and responsiveness is good compared to other service quality dimensions which have mean score of 3.39 and 3.38 respectively. Reliability and tangible have moderate perception with mean score of 3.33 and 3.30 respectively. Empathy has the least perception with mean value of 3.10. From this finding, Forever Group advertising service is good in assurance and responsiveness that means providing the accurate service to clients, courteous of Forever Group's employee and making client to feel safe with Forever Group service, providing the precise customized services promptly, helping clients with patience and understanding clients' specific needs are good compared to other dimensions. Respondents' perception towards service quality of reliability and tangible items like trustworthy, high quality, high technology is good enough. However respondents' perception towards service quality of empathy items like employee knowledge, operation hour is not much good.

3.6 Client Perception on the Creativity at Forever Group

Respondent's perception towards Forever Group's creativity is measured through four creativity dimensions. In this study, the effect of creativity on client satisfaction in Forever Group Co., Ltd. has been surveyed. All the respondents were asked by 5 points

Likert scaled questions (5= strongly agree, 4 =agree, 3 =neutral, 2 = disagree, 1= strongly disagree). The standard deviation, and mean scores of creativity are presented in the study.

3.6.1 Originality

The originality dimension of creativity is surveyed with five questions. The questions are about the respondents' perception on the contents and services from Forever Group and the position of Forever Group in the broadcasting industry. The respondents' perception towards the originality dimension of creativity of Forever Group are shown in Table (3.9).

Table (3.9) Originality

Sr. No.	Statement	Mean
1	High quality output	3.47
2	Meeting clients' needs	3.29
3	Differentiated from other broadcasting companies	3.05
4	Proactive with new suggestions	2.95
5	Providing unique services	2.97
Overall Mean		3.15

Source: Survey Data (2019)

According to Table (3.9), the respondents more agree that Forever Group consistently provides the out of ordinary work with the high standard. The mean value of the rest statements are quite similar and are round about 3. The respondents agree that Forever Group produces high quality contents. But clients are not very satisfied with Forever Group's suggestions and plans to improve the clients' performance. As overall mean of reliability variable is 3.15, the perception of respondents on originality dimension of Forever Group's creativity is just good enough.

3.6.2 Fluency

The fluency dimension of creativity is surveyed with five questions. The questions are about the variety of services from Forever Group and how Forever Group initiate new

ideas for clients. The respondents' perception towards the fluency dimension of creativity of Forever Group are shown in Table (3.10).

Table (3.10) Fluency

Sr. No.	Statement	Mean
1	Different types of contents	3.28
2	Various types of advertising formats	3.27
3	New ideas for clients	2.83
4	Effective information	3.03
5	Diverse ideas in short time	3.07
Overall Mean		3.10

Source: Survey Data (2019)

According to Table (3.10), the respondents agree that Forever Group initiated various types of advertising formats and introduced new ideas for clients. As those statements have the highest mean scores among the other statements that are 3.28 and 3.27 respectively. The mean value of the rest statements are quite similar and are round about 3. As overall mean of reliability variable is 3.10, the perception of respondents on fluency dimension of Forever Group's creativity is good.

3.6.3 Flexibility

The flexibility dimension of creativity is surveyed with five questions. The respondents' perception towards the flexibility dimension of creativity of Forever Group are shown in Table (3.11).

Table (3.11) Flexibility

Sr. No.	Statement	Mean
1	Variety of services available in broadcasting industry	3.52
2	Alternate solutions	3.29
3	Customized service	3.2
4	Implementing clients' requests	3.23
5	Terms and Conditions adjustment	2.91
Overall Mean		3.23

Source: Survey Data (2019)

According to Table (3.11), the respondents agree that Forever Group provides all services available in broadcasting industry as it has the highest mean scores among the other statements that are 3.52. The mean value of the rest statements are quite similar and are round about 3.15. The respondents quite agree that Forever Group can provide alternate solution for clients whenever it is needs. As overall mean of reliability variable is 3.23, the perception of respondents on flexibility dimension of Forever Group’s creativity is good.

3.6.4 Elaboration

The elaboration dimension of creativity is surveyed with five questions. The questions are about how Forever Group organize the works in detail and make them clear. The respondents’ perception towards the elaboration dimension of creativity of Forever Group are shown in Table (3.12).

Table (3.12) Elaboration

Sr. No.	Statement	Mean
1	Being detail in every process	3.46
2	Clearness of the package proposals	3.22
3	Having full information in proposals	3.03
4	Being detail in policies	3.18
5	Accessibility of program grids	2.99
Overall Mean		3.18

Source: Survey Data (2019)

As table (3.12) shows, the respondents agree that Forever Group takes care of detail in every process as that statement has the highest mean scores among the other statements that is 3.46. Moreover, the respondents accept that Forever Group’s package proposals and Terms and conditions are described in detail and easy to understand. The mean value of the rest facilities are quite similar and are round about 3. Clients agree that Forever Group has well organized work flow and Forever Group provide the service in very detail. As overall mean of reliability variable is 3.18, the perception of respondents on elaboration dimension of Forever Group’s creativity is good.

3.6.5 Summary of Creativity

The creativity is analyzed with four dimensions in this study. The respondents have to answer twenty questions which can be analyzed to get the perception of clients toward Forever Group's creativity. The respondents' perception towards the creativity of Forever Group are shown in Table (3.13).

Table (3.13) Creativity

Sr. No.	Dimension	Mean
1	Originality	3.15
2	Fluency	3.10
3	Flexibility	3.23
4	Elaboration	3.18

Source: Survey Data (2019)

According to the survey results, perception of respondents on flexibility is good compared to other creativity dimensions which have mean score of 3.23. Elaboration and originality have moderate perception with mean score of 3.18 and 3.15 respectively. Fluency has the least perception with mean value of 3.10. From this finding, Forever Group advertising service is good in flexibility that means having different types of advertising services, providing customized service to clients and well organized policies are good compared to other dimensions. Respondents' perception towards creativity of elaboration and originality items like workflow, be in detail in process, creating high standard work and providing unique service is good enough. However respondents' perception towards creativity of fluency items like new program type and creating easier ways for clients is not much good.

CHAPTER (4)
ANALYSIS OF INFLUENCING FACTORS ON CLIENT
SATISFACTION AT FOREVER GROUP CO., LTD.

This chapter presents three main parts. In the first part, analysis on the effect of service quality on client satisfaction is presented. In the second part, analysis on the effect of creativity on client satisfaction is presented. In the third part, analysis on the effect of client satisfaction on client loyalty is described. In this chapter, survey results are presented with frequency and mean scores based on the findings. Analysis is done using SPSS software and presented using linear regression results.

4.1 Client Satisfaction in Forever Group

Respondents' perception towards their satisfaction level was also measured using their mean score. In this study, the client satisfaction in Forever Group Co., Ltd. has been surveyed. All the respondents were asked by 5 points Likert scaled questions (5= strongly agree, 4 =agree, 3 =neutral, 2 = disagree, 1= strongly disagree) in order to the find out the client satisfaction in Forever Group Co., Ltd. The standard deviation and mean scores of client satisfaction are presented in Table (4.1) based on findings.

Table (4.1) Client Satisfaction

Sr. No.	Statement	Mean
1	Forever Group's services	3.66
2	Its relationship with Forever Group	3.58
3	Feedback on advertising services	3.41
4	Good impression towards Forever Group	3.48
5	Pleasant to the range of service packages	3.37
Overall Mean		3.50

Source: Survey Data (2019)

According to Table (4.1), the variables asking to measure client satisfaction of Forever Group have the similar and high mean value. Among them, the statement asking about the satisfaction level of Forever Group's overall services has the highest mean

score that is 3.66. Then the statements about the clients' attitude toward the relationship with Forever Group and clients' impression towards Forever Group also have the high mean scores that are 3.58 and 3.48 respectively. The respondents are satisfied upon the services provided by Forever Group. The overall mean of client satisfaction variable is 3.50. From this finding, client satisfaction in Forever Group is more to be high level which means clients are satisfied with Forever Group's service, clients want to maintain the good relationship with Forever Group and clients have good and positive impression towards Forever Group.

4.2 Analysis on Influencing Factors on Client Satisfaction at Forever Group

The effect of service quality and creativity on client satisfaction is analyzed. In this study, multiple linear regression method is used to find out the relationship between independent variables, service quality (tangible, reliability, responsiveness, assurance and empathy) and creativity (originality, fluency, flexibility, elaboration) and dependent variable, client satisfaction. The outcome from running the statistic model is presented in Table (4.2).

Table (4.2) Influencing Factors on Client Satisfaction

Variable	Unstandardized Coefficients		Beta	T	Sig.	VIF
	B	Std. Error				
(Constant)	.272	.282		.966	.336	
Service Quality	.557***	.145	.430	3.830	.000	3.172
Creativity	.440***	.148	.334	2.968	.005	3.172
R	.731					
R Square	.534					
Adjusted R Square	.526					
Durbin-Watson	2.035					
F Value	67.071***					

Source: Survey Data (2019)

Notes: *** Significant at 1% level, ** Significant at 5% level, * Significant at 10% level

According to the results shown in Table (4.2), the service quality and the creativity of Forever Group are related with client satisfaction because the value of their significance is less than 0.01. The specified model could explain some extent about the variation of the service quality and the creativity of Forever Group since the value of R Square is 53 percent. The value of F test, the overall significance of the model, is highly significant at 1 percent level. This specified model can be said valid. Both service quality and creativity variables have the expected positive sign and highly significant coefficient value at 1 percent level. The positive relationship indicates that the increase in service quality and creativity dimension leads to more client satisfaction of clients at Forever Group. An increase in service quality and creativity factors by 1 unit will also raise the effect on client satisfactions by .557 units and .440 units respectively.

According to the result of correlation coefficient, the level of the client satisfaction reported by respondents are correlated with both service quality and the creativity. The Durbin-Watson value is 2.035, therefore it can assume that there is no auto-correlation in the data. All the VIF values are less than 10. It shows that there is no multicollinearity problem in this case. This means that there is no correlations among independent variables. According to the result of the standardized coefficient of these variables, both the service quality and the creativity variables have the greatest contribution to the effect on client satisfactions at Forever Group when the variance explained by other variables is controlled for.

As a business in service industry, Forever Group pays highly attention to maintain the good service quality. And as a broadcaster, Forever Group also manage to upraise its creativity level. Forever Group is fully aware that if either the service quality or creativity level couldn't meet the client's expectations, it is not possible to have client satisfaction. Without client satisfaction, no player in service industry could survive. The B.O.D and management has overseen those issue and has prepared both short term and long term plan. They also change the business strategy according to market situation. There is a business strategy consultant team at Forever Group and they monitor the market situation, the business trends and impacting factors on the broadcasting industry. They have also prepared the contingency plan and trained the employees at management level regularly. There is an annual workshop to overview the business for the whole year and set the plan for upcoming year to provide high standard service and creative works for both audiences and clients.

4.3 Analysis on the Effect of Service Quality on Client Satisfaction at Forever Group

After finding out the clients' perception upon service quality and creativity in Forever Group, the effect of service quality on client satisfaction is analyzed. In this study, multiple linear regression method is used to find out the relationship between independent variable, service quality (tangible, reliability, responsiveness, assurance and empathy) and dependent variable, client satisfaction. The outcome from running the statistic model is presented in Table (4.3).

Table (4.3) The Effect of Service Quality on Client Satisfaction

Variable	Unstandardized Coefficients		Beta	T	Sig.	VIF
	B	Std. Error				
(Constant)	.497	.280		1.774	.079	
Tangible	.028	.087	.028	.326	.745	1.716
Reliability	.192*	.105	.171	1.824	.071	2.122
Responsiveness	.296***	.097	.292	3.050	.003	2.196
Assurance	.105	.091	.107	1.160	.248	2.044
Empathy	.295***	.081	.289	3.624	.000	1.530
R	.725					
R Square	.525					
Adjusted R Square	.505					
Durbin-Watson	1.929					
F Value	25.234***					

Source: Survey Data (2019)

Notes: *** Significant at 1% level, ** Significant at 5% level, * Significant at 10% level

According to the results shown in Table (4.3), responsiveness, empathy and reliability dimensions of the service quality of Forever Group are positively related with

client satisfaction because the value of their significance is less than 0.01 and 0.1. The value of F test, the overall significance of the model, is highly significant at 1 percent level. This specified model can be said valid. Reliability, empathy and responsiveness variables have the expected positive sign and highly significant coefficient value at 1 percent level. According to the result of correlation coefficient, the level of the client satisfaction reported by respondents and the service quality are correlated. The Durbin-Watson value is 1.929, therefore it can assume that there is no auto-correlation in the data. All the VIF values are less than 10. It shows that there is no multicollinearity problem in this case. This means that there is no correlations among independent variables. According to the result of the standardized coefficient of these variables, responsiveness and empathy variables have the greatest contribution to the effect on client satisfactions in Forever Group when the variance explained by other variables is controlled for.

The results show that responsiveness, empathy and reliability variables have high significant values and they are the main determinants on client satisfactions from the service quality factor dimension. Currently, the perception to Forever Group's responsiveness is good. Forever Group has managed to have good perception towards its responsiveness by doing precise service upon the clients' purchase packages. And Forever Group always monitor the market situation and demands with the help of research data. Forever Group create the new advertising formats that can fulfill clients' demands. Moreover, Forever Group has acquired all required equipment and resources to help clients concerned with any technical issue. Forever Group proves their performance with the data from the market trusted Research Company and these actions lead to increase the agreement level of clients upon the responsiveness of Forever Group.

It is important to consider clients' needs in the first place to impact the empathy dimension of service quality of a business. As advertising is the main business for Forever Group, Forever Group has set the strong and reliable Sales and Marketing Division to provide one-stop advertising service to every client. And there are international consultants in that division to set up the most effective work process and policies that create the positive impact for both clients and Forever Group. All employee of Sales and Marketing Division are well experienced and trained to be a person who is always ready to provide the service to the client. And the regular working hour of the division is 9:00 AM to 5:00 PM from Monday to Saturday, but if client is needed, the division is ready to provide service at any time.

Forever Group has managed its clients to feel a sense of secure during the whole implementation advertisements process. Forever Group has made sure that its employees would serve all clients with precise and promised service. Forever Group has set the strategy to increase the reliability level and made the perception of clients upon the reliability of Forever Group good.

4.4 Analysis on the Effect of Creativity on Client Satisfaction at Forever Group

The effect of creativity on client satisfaction is analyzed. In this study, multiple linear regression method is used to find out the relationship between independent variable, creativity (originality, fluency, flexibility, elaboration) and dependent variable, client satisfaction. The outcome from running the statistic model is presented in Table (4.4).

Table (4.4) The Effect of Creativity on Client Satisfaction

Variable	Unstandardized Coefficients		Beta	T	Sig.	VIF
	B	Std. Error				
(Constant)	.654	.282		2.323	.022	
Originality	.299***	.084	.302	3.558	.001	1.639
Fluency	.080	.074	.081	1.076	.284	1.290
Flexibility	.255***	.073	.266	3.507	.001	1.314
Elaboration	.261***	.073	.275	3.564	.001	1.358
R	.703					
R Square	.495					
Adjusted R Square	.477					
Durbin-Watson	1.937					
F Value	28.140***					

Source: Survey Data (2019)

Notes: *** Significant at 1% level, ** Significant at 5% level, * Significant at 10% level

According to the results shown in Table (4.4), originality, flexibility and elaboration dimension of the creativity of Forever Group are related with client satisfaction because the value of their significance is less than 0.01. The specified model could explain some extent about the variation of the creativity of Forever Group since the value of R Square is 50 percent. The value of F test, the overall significance of the model, is highly significant at 1 percent level. This specified model can be said valid. The positive relationship indicates that the increase in originality, flexibility and elaboration dimension leads to more client satisfaction of clients in Forever Group. According to the result of correlation coefficient, the level of the client satisfaction reported by respondents and the creativity are correlated. The Durbin-Watson value is 1.937, therefore it can assume that there is no auto-correlation in the data. All the VIF values are less than 10. It shows that there is no multicollinearity problem in this case. This means that there is no correlations among independent variables. According to the result of the standardized coefficient of these variables, originality, flexibility and elaboration variables have the greatest contribution to the effect on client satisfactions in Forever Group when the variance explained by other variables is controlled for.

In summary, the results show that most factors have significant value and the main determinations of client satisfactions from the creativity factor are originality, flexibility and elaboration dimensions. The respondents' perception toward the originality dimension of creativity is good as Forever Group can be mentioned as the initiator of the broadcasters in Myanmar. Forever Group has introduced 24-hour Free to Air TV channel in Myanmar. Moreover Forever Group has launched MRTV-4 HD channel and Channel 7 HD channel as the very first HD free to air TV channels. The locally produced drama series and international formatted programs were also introduced in Myanmar by Forever Group. Forever Group has monitored and controlled the quality of every contents and advertisements with the quality control session to make sure that Forever Group provides the unique service both for audience and clients.

Then Forever Group can be mentioned as the business which is flexible with packages. Whenever the client has demanded for customized program or advertising formats, Forever Group mostly accepted the request and provided the service till the client was happy with the output. Forever Group has practiced differentiation strategy and act as market leader in pricing strategy. Although Forever Group has set the strong policies for every process, whenever the clients requested for exception with an

unavoidable reason, Forever Group always finds the way that can help clients. Even in sales process, Forever Group has been open for any negotiation if the clients really demanded for it.

Moreover, Forever Group has also managed to make every information and packages reach to clients clearly to show how Forever Group considers every process in detail. To avoid any mistake in production and broadcasting process, Forever Group has set the Standard Operating Procedure (SOP) for any work process such as camera setting, editing setting, audio setting, program planning, sales planning, sales scheduling, etc.

4.5 Client Loyalty at Forever Group

In this study, the loyalty in Forever Group Co., Ltd. has been surveyed. Respondents' perception towards their loyalty level was also measured using their mean score. All the respondents were asked by 5 points Likert scaled questions (5= strongly agree, 4 =agree, 3 =neutral, 2 = disagree, 1= strongly disagree) in order to the find out the client loyalty in Forever Group Co., Ltd. The standard deviation and mean scores of client loyalty are presented in Table (4.5) based on findings.

Table (4.5) Client Loyalty

Sr. No.	Statement	Mean
1	Prioritize Forever Group	3.49
2	Agree to be Forever Group's loyal customer	3.57
3	Recommend Forever Group to others	3.74
4	Take pride in telling its experience with Forever Group	3.43
5	Do not seek other media for advertising services	3.41
6	Use Forever Group in its next project	3.25
Overall Mean		3.48

Source: Survey Data (2019)

According to Table (4.5), the variables asking to measure client loyalty of Forever Group have the high mean value. Among them, the mean value of the statement asking about the willingness of respondents to recommend Forever Group to others has the highest mean score that is 3.74. The statements about client's attitude towards Forever

Group and sharing their experience with Forever Group have also the high mean scores that are 3.57 and 3.49 respectively. Thus, the respondents are more likely to agree that they are loyal customers of Forever Group. As the overall mean of client loyalty variable is 3.50, the perception of respondents on client loyalty is very good. From this finding, client loyalty in Forever Group is more to be high level which means clients will prioritize Forever Group when they need advertising service, clients are intend to recommend Forever Group to others and clients are intend to be loyal to Forever Group.

4.6 Analysis on the Effect of Client Satisfaction on Client Loyalty at Forever Group

The effect of client satisfaction on client loyalty is analyzed. In this study, multiple linear regression method is used to find out the relationship between independent variables, client satisfaction and dependent variable, client loyalty. The outcome from running the statistic model is presented in Table (4.6).

Table (4.6) The Effect of Client Satisfaction on Client Loyalty

Variable	Unstandardized Coefficients		Beta	T	Sig.	VIF
	B	Std. Error				
(Constant)	1.137	.219		5.181	.000	
Client Satisfaction	.670***	.061	.709	10.907	.000	1.000
R	.709					
R Square	.502					
Adjusted R Square	.498					
Durbin-Watson	1.750					
F Value	118.961***					

Source: Survey Data (2019)

Notes: *** Significant at 1% level, ** Significant at 5% level, * Significant at 10% level

According to the results shown in Table (4.6), client overall satisfaction is related with client loyalty because the value of its significance is less than 0.01. Correlation

coefficient (R) measures the linear relationship between two variables. As shown in Table (4.6), R (the correlation between the independent variables and dependent variables) is 0.709. It indicates that the client loyalty reported by respondents and the level of customer satisfaction are correlated. The model can also explain only 50% (Adjusted R Square=0.498) about the variance of dependent variable, client loyalty with independent variable, client satisfaction. The Durbin-Watson value is 1.750, closed to 2. Therefore, it indicates that there is no auto correlation in sample. The VIF value is less than 10. It shows that there is no multicollinearity problem in this case. This means that there is no correlations among independent variables. The positive values for standardized coefficients (Beta) indicate that there is a positive relationship between client satisfactions with client loyalty. The standardized coefficient (Beta) of client satisfaction with the value 0.709 indicating that client satisfaction is the great contribution to increase the client loyalty at Forever Group.

When relating the client satisfaction to the client loyalty, the findings indicate that it has as a direct effect on client loyalty. Forever Group always tries to build up the strong relationships with advertising agencies and brand owners. Forever Group follows customer relation management practices to make client satisfied. Forever Group creates the attractive package for clients, so that clients would allocate the majority of their marketing budget at Forever Group. Moreover, Forever Group has set the bonus system for all advertisers based on their spending at Forever Group. Since the market situation in many industries is becoming maturity, new clients are less available. The only way to survive is to maintain the current clients and to steal the clients from competitors. Many companies found that generating more business from existing clients may be cheaper and more effective than simply trying to create new clients or win them from the competition. Client satisfaction is very critical factor for their next purchase which can cause to client loyalty.

CHAPTER (5)

CONCLUSION

This chapter is organized with findings and discussions, suggestions and recommendations from the study of the paper. This chapter also includes the suggestions for the further study needs for Forever Group Co., Ltd.

5.1 Findings and Discussions

The broadcasting company exists in an intensely competitive market as new broadcasters are entering one after another. Compared to the last few years since new digital TV channels have been liberalized in 2018, the broadcasters started operating in the competitive environment in Myanmar, bargaining power of advertisers is getting huge year after year. Moreover, entrance of new channels creates job opportunities and challenges the existing firms to maintain their employees. In these circumstances, to make clients satisfied and maintain the client loyalty has become critical points to consider. In this study, totally 120 advertisers are taking part in the survey questionnaire. Descriptive research method and quantitative method are conducted to analyze the data, simple statistical method (mean calculations) and Linear Regression analysis are practiced.

This section is divided into two parts. Part one is finding the effect of service quality and creativity on the client satisfaction at Forever Group. Service quality of Forever Group is measured with SERVQUAL model's five dimensions and creativity of Forever Group is analyzed with Torrance Tests for Creative Thinking model's four dimensions. Part two is analyzing the effect of client satisfaction on client loyalty at Forever Group. The findings point out that both service quality and creativity are positively related with client satisfaction and client satisfaction is also positively related with client loyalty.

Among the service quality's five dimensions, responsiveness and empathy impact more on client satisfaction. According to the findings in above, the clients of Forever Group agree that the responsiveness and empathy of Forever Group upon the clients is good. Forever Group employees understand the clients' needs and wants and their performance increases the clients' confidence level. Responsiveness and empathy quality of Forever Group is positively correlated with the client satisfaction rather than other

service qualities. And among the creativity's four dimensions, all dimensions, except fluency, are correlated with client satisfaction. According to the survey results, the clients of Forever Group agrees that Forever Group's creativity is high and make the clients satisfied. Forever Group always initiates the new advertising formats and brings in high quality contents for the clients, client feel positive about creativity of Forever Group. Moreover, Forever Group is open for negotiation when the clients need. As the market leader, Forever Group organizes every process in detail and make them clear to understand for the clients. From this study found that clients are very satisfied with Forever Group's service quality and creativity, and it has a direct effect on client satisfaction. Among those two variables, service quality is more impact on client satisfaction than creativity.

The regression results shows that there is the positive relation between the client satisfaction and the client loyalty in Forever Group. Increase client satisfaction has positive effects on client loyalty. It is found out that satisfied clients can increase clients' loyalty level. As client are satisfied with Forever Group's service, they intend to be loyal customer of Forever Group and they also recommend Forever Group to others. Although clients have alternate option for their marketing campaigns, as they are satisfied with Forever Group's current services, they agree they will prioritize Forever Group for their campaigns.

It can be concluded from the results that responsiveness and empathy dimensions of the service quality and originality, flexibility and elaboration dimensions of the creativity are the most dominant variables to determine the client satisfaction. And the client loyalty is mainly related with the client satisfaction at Forever Group. Finally, it is found out that both the service quality and the creativity play crucial roles to get the client satisfaction which leads to the client loyalty.

5.2 Suggestions and Recommendations

According to the analysis, some relevant recommendations and suggestions can be made for the improvement of client satisfaction and client loyalty at Forever Group. The results of the study shows that Forever Group manages well all aspect of service quality and creativity. However, all aspects of service quality and creativity do not provide customer satisfaction. Clients feel more satisfied if Forever Group employee provide services promptly with full interest. And clients also expect to have more convenient

work process and employees' enthusiasm to understand their needs. Moreover, clients are satisfied when they receive the initiated and differentiated ideas for their marketing campaigns. They also demand for high quality contents and customized packages. As client satisfaction and client loyalty of Forever Group are directly related, Forever Group has to maintain its current service quality and creativity.

It is suggested that Forever Group should set the strategy and prepare the plan to improve its service quality. Forever Group should establish clear KPIs and evaluate them regularly to improve employees' skill in providing service. And Forever Group also should set clear and consistent standards in every process. Moreover, Forever Group spread truthful and timely information to clients so that an element of trust can be established between clients and Forever Group. It is recommended that Forever Group should manage its employees not to make excuses to clients. Forever Group should make a system that can guide employees to provide quality service to clients equally and make all employees to use it. It is also important to leverage the technology in giving services to clients. By doing these, the clients' perception toward the responsiveness level of Forever Group can be better.

As empathy dimension is positively related to client satisfaction, Forever Group should prepare more plans and systems to increase the clients' perception on its empathy quality. Its employees should listen carefully whenever clients request media benefits or make complaints. Forever Group should train its employees how they could turn clients' problem to their and allow clients to get it all out. Employees should be respectful to clients, understand clients' priorities and show clients that they care. Moreover, as reliability dimension is also important to increase the service quality of Forever Group, it is recommended that Forever Group should make sure the communication system works properly. Forever Group should manage customer expectation preemptively. Sales management also should review Sales Kit regularly to ensure the information accuracy and train the sales team thoroughly in it package specs. Forever Group should check in regularly with clients' feedbacks. And Forever Group should build a supportive company culture to improve its reliability quality.

And as creativity level also effects the client satisfaction, Forever Group should manage to improve its creativity level. It is recommended that Forever Group should differentiation strategy in planning its program schedule. Forever Group should be more proactive with new suggestions to improve clients' performance. Forever Group should

monitor market demands and initiate new programs that can fulfill clients' request. Forever Group should develop more multiple advertising formats. And to improve its flexibilities, Forever Group should organize more convenient advertisement accepting process. Forever Group should deploy new solutions for clients by equipping staff with modernized tools and software. Forever Group should set up more flexible cash flow options. Then Forever Group should develop more detail described policies to improve clients' perception upon its elaboration level. Forever Group should consider to prepare more media packages that can increase the effectiveness for clients. Forever Group should release the media packages with full information and in advance so that clients can prepare their media plan well.

In summary, it is suggested that Forever Group should emphasis on work process and technical skill set of employees, so that clients' perception upon responsiveness and empathy dimensions which have more impact upon client satisfaction will be increased. And Forever Group should focus on developing more creative ideas to make clients' marketing campaigns more effective. Moreover, clients are also expecting more flexible terms and conditions, thus Forever Group should consider for this. Since the client satisfaction affect client loyalty, Forever Group should develop more effective, efficient and creative packages for clients. In a competitive marketplace where businesses compete for clients, client satisfaction is seen as a key differentiator and very critical factor for client next purchase which can cause to client loyalty. Therefore Forever Group should maintain the good practices in providing creative and high quality services.

5.3 Needs for Further Research

This study does not perfectly cover the service quality and creativity of the entire broadcast industry in Myanmar due to limited resources and time, the thesis only focus on Forever Group. Therefore, as a further research, is should be studied the service quality and creativity of other broadcast station in Myanmar to cover the whole broadcast industry. As the service industry, not only focus on service quality but also focus on customer relationship. Therefore, further study needs to measure the effectiveness of broadcast station customer relationship management practices.

The survey only collects 120 clients of Forever Group and the result can be more valid if there are more respondents. If a further researcher can investigate all broadcast stations in Myanmar, they can get better result about service quality and creativity that

practice in broadcast stations in Myanmar. There are a lot of factors such as marketing activities and management activities that can create client satisfaction and it will be more complete result if further researcher can study the relationship between those factors and client satisfaction.

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APPENDIX I

Questionnaire

This set of questionnaire is intended to clients and advertising agencies of Forever Group Co., Ltd. to explore the influencing factors on Client Satisfaction at Forever Group., Co., Ltd. It will be used only for a survey that will be conducted in a research required to submit for the attainment of Master of Business Administration (MBA) Degree conferred by Yangon University of Economics. All information you provide will be kept strictly confidential. Thank you for your participation and support for helping my research paper.

SECTION (A) PERSONAL BASIC INFORMATION

Please tick (✓) only one answer for each question listed below.

1. Gender Male Female
2. Age (Years) Under 30 31-40 years 41-50 years Over 50 years
3. Educational Qualification Graduate Master Degree Other
4. Type of Business Manufacturing Trading Services Other
5. Position Business Owner Marketing Director Media Buying Director
 Other _____
6. Length of continuous usage of Forever Group's service
 Less than 1 year 1 - 2 years Over 2 years
7. Which advertising services do your company mostly use from this company?
(More than one answer is applicable)
 TVC Secondary Event Brand Integration/ Tie In Sponsorship
8. Within a month, how often do your company implement the advertisement in Forever Group?
 ≤ 5 days 6 -10 days 11- 15days 16 - 20days Over 20 days
9. Does your company use another TV channel run by a competing broadcasting company to Forever Group?
 Yes No

SECTION (B) Influencing Factors on Customer Satisfaction

(I) Service Quality

Please check the degree that best describe you are agree or disagree with the statement in the following, based on advertising service that you are using.

Please tick (✓) one of the score boxes which best fit your level of agreement with each statement;

1 = strongly disagree 2= disagree, 3 = neutral, 4= agree, 5 = strongly agree

No	Description	1	2	3	4	5
Tangible Dimension						
1	The equipments of Forever Group are sufficient to produce quality content. (e.g. Camera, Studio, Audio equipment)					
2	Forever Group advertising accepting facilities make clients feel convenience.					
3	Sufficient staffs are available to provide clients advertising services.					
4	Forever Group use latest technology in production and broadcasting.					
5	Forever Group has neat employees.					
Reliability Dimension						
1	Clients can feel a sense of secure during the implementing advertisement process in Forever Group.					
2	Broadcasting service of Forever Group can increase clients' confident and trust in quality.					
3	Forever Group's employees have sincere interest in clients.					
4	Forever Group's employees are providing promised service.					
5	Forever Group focuses on accuracy of broadcasting record.					
6	Forever Group always informs clients about its services and update news.					
Responsiveness Dimension						
1	Forever Group's employees can provide clients precise customized services promptly.					
2	Forever Group's employees can understand clients' specific needs.					
3	Forever Group's employees provide clients prompt technical assistant.					
4	Forever Group's employees have willingness to help clients.					
5	The performance of Forever Group's employees can increase clients' confidence.					
Assurance Dimension						
1	Forever Group provides accurate service to clients.					
2	Forever Group honors its commitments to clients.					
3	Clients feel safe with Forever Group.					
4	Forever Group's employees are consistently courteous with clients.					
5	Forever Group's employees give clients attention.					
Empathy Dimension						
1	Forever Group's employees are knowledgeable to solve clients' problems.					
2	Forever Group's employees have the enthusiasm to understand clients' needs.					
3	Forever Group's employees consider clients' needs in the first place.					
4	Forever Group has clients' best interest at heart.					
5	Forever Group has operating hours convenient to all its clients.					

(II) Creativity

Please check the degree that best describe you are agree or disagree with the statement in the following, based on advertising service that you are using.

Please tick (✓) one of the score boxes which best fit your level of agreement with each statement;

1 = strongly disagree 2= disagree, 3 = neutral, 4= agree, 5 = strongly agree

No	Description	1	2	3	4	5
Originality Dimension						
1	Forever Group consistently provides out of ordinary work with high standard.					
2	Forever Group's out of ordinary work consistently meets clients' needs.					
3	Forever Group clearly distinguishes itself from other broadcasting companies.					
4	Forever Group is proactive with new suggestions to improve clients' performance.					
5	Forever Group provides unique services.					
Fluency Dimension						
6	Forever Group produces different types of contents for clients.					
7	Forever Group offers various types of formats for advertisements.					
8	Forever Group develops new ideas for clients.					
9	Forever Group shares only effective information to clients to make media buying decision faster.					
10	Forever Group offers diverse ideas for clients quickly.					
Flexibility Dimension						
11	Forever Group provides all services available in broadcasting industry.					
12	Forever Group provides alternate solution for clients when it needed.					
13	Forever Group provides customized service for clients.					
14	Forever Group implements the requests from clients.					
15	Forever Group adjust & negotiate some terms and conditions base upon clients' requests.					
Elaboration Dimension						
16	Forever Group takes care of detail in every process.					
17	The package proposals of Forever Group are easy to understand.					
18	The package proposals of Forever Group have full information.					
19	Terms and conditions of ForeverGroup are described in detail.					
20	The program grids of Forever Group are easy to use in media buying process.					

SECTION (C) Customer Satisfaction

Please check the degree that best describe you are agree or disagree with the statement in the following, based on advertising service that you are using.

Please tick (✓) one of the score boxes which best fit your level of agreement with each statement;

1 = strongly disagree 2= disagree, 3 = neutral, 4= agree, 5 = strongly agree

No	Description	1	2	3	4	5
1	In general, our company is completely satisfied with the services offered by Forever Group.					
2	Overall, our company is very satisfied with its relationship with Forever Group.					
3	We feel happy when we received the feedback on the result of advertising from Forever Group.					
4	We have a good and positive impression towards Forever Group.					
5	We feel pleasant to the range of services packages offered by Forever Group.					

SECTION (D) Customer Loyalty

Please check the degree that best describe you are agree or disagree with the statement in the following, based on advertising service that you are using.

Please tick (✓) one of the score boxes which best fit your level of agreement with each statement;

1 = strongly disagree 2= disagree, 3 = neutral, 4= agree, 5 = strongly agree

No	Description	1	2	3	4	5
1	We will prioritize Forever Group when selecting the same type of advertising service among TV channels.					
2	We agree that our company is a Forever Group's loyal customer.					
3	We often recommend Forever Group to other people.					
4	We take pride in telling other people about our experiences with Forever Group.					
5	Our company would not seek other media company for services that Forever Group is able to provide.					
6	For the next appropriate marketing project, our company will use Forever Group.					

Thank You

APPENDIX II

Model 1: Regression Analysis of Effect of Service Quality on Client Satisfaction

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin Watson
1	.725 ^a	.525	.505	.50248	1.929

a. Predictors: (Constant), Avg Empathy, Avg Assurance, Avg Tangible, Avg Reliability, Avg Responsiveness

b. Dependent Variable: Avg Client Satisfaction

ANOVA^b

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	31.856	5	6.371	25.234	.000 ^a
Residual	28.783	114	.252		
Total	60.640	119			

a. Dependent Variable: Avg Client Satisfaction

b. Predictors: (Constant), Avg Empathy, Avg Assurance, Avg Tangible, Avg Reliability, Avg Responsiveness

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	.497	.280		1.774	.079		
Avg Tangible	.028	.087	.028	.326	.745	.583	1.716
Avg Reliability	.192	.105	.171	1.824	.071	.471	2.122
Avg Responsiveness	.296	.097	.292	3.050	.003	.455	2.196
Avg Assurance	.105	.091	.107	1.160	.248	.489	2.044
Avg Empathy	.295	.081	.289	3.624	.000	.653	1.530

a. Dependent Variable: Avg Client Satisfaction

Model 2: Regression Analysis of Effect of Creativity on Client Satisfaction

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin Watson
2	.703a	.495	.477	.51621	1.937

a. Predictors: (Constant), Avg Elaboration, Avg Flexibility, Avg Fluency, Avg Originality

b. Dependent Variable: Avg Client Satisfaction

ANOVA^b

Model	Sum of Squares	df	Mean Square	F	Sig.
2 Regression	29.995	4	7.499	28.140	.000 ^a
Residual	30.645	115	.266		
Total	60.640	119			

a. Dependent Variable: Avg Client Satisfaction

Predictors: (Constant), Avg Elaboration, Avg Flexibility, Avg Fluency, Avg Originality

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
2 (Constant)	.654	.282		2.323	.022		
Avg Originality	.299	.084	.302	3.558	.001	.610	1.639
Avg Fluency	.080	.074	.081	1.076	.284	.775	1.290
Avg Flexibility	.255	.073	.266	3.507	.001	.761	1.314
Avg Elaboration	.261	.073	.275	3.564	.001	.736	1.358

a. Dependent Variable: Avg Client Satisfaction

Model 3: Regression Analysis of Effect of Service Quality and Creativity on Client Satisfaction

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin Watson
3	.731 ^a	.534	.526	.49138	2.035

- a. Predictors: (Constant), Creativity Mean, Service Quality Mean
- b. Dependent Variable: Avg Client Satisfaction

ANOVA^b

Model	Sum of Squares	df	Mean Square	F	Sig.
3 Regression	32.389	2	16.195	67.071	.000 ^a
Residual	28.250	117	.241		
Total	60.640	119			

- a. Dependent Variable: Avg Client Satisfaction
- b. Predictors: (Constant), Creativity Mean, Service Quality Mean

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
3 (Constant)	.272	.282		.966	.336		
Service Quality Mean	.557	.145	.430	3.830	.000	.315	3.172
Creativity Mean	.440	.148	.334	2.968	.004	.315	3.172

- a. Dependent Variable: Avg Client Satisfaction

Model 4: Regression Analysis of Effect of Client Satisfaction on Client Loyalty

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin Watson
4	.709a	.502	.498	.47856	1.750

- a. Predictors: (Constant), Avg Client Satisfaction
- b. Dependent Variable: Avg Client Loyalty

ANOVA^b

Model	Sum of Squares	df	Mean Square	F	Sig.
4 Regression	27.245	1	27.245	118.961	.000 ^a
Residual	27.025	118	.229		
Total	54.270	119			

- a. Dependent Variable: Avg Client Loyalty
- b. Predictors: (Constant), Avg Client Satisfaction

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
4 (Constant)	1.137	.219		5.181	.000		
Avg Client Satisfaction	.670	.061	.709	10.907	.000	1.000	1.000

- a. Dependent Variable: Avg Client Loyalty