

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

**SATISFACTION AND BEHAVIORAL INTENTION OF
CLIENTS IN BIG T EVENT MANAGEMENT COMPANY**

**THAE SU WIN HTUT
EMBA II - 23
EMBA 17th BATCH**

APRIL, 2022

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ACADEMIC YEAR (2018-2022)

Supervised By:

Daw Kay Thi Soe
Associate Professor
Department of Management Studies
Yangon University of Economics

Submitted By:

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A thesis submitted to the Board of Examiners in partial fulfillment of the requirements for the degree of Master of Business Administration (MBA)

Supervised By:

Daw Kay Thi Soe
Associate Professor
Department of Management Studies
Yangon University of Economics

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Thae Su Win Htut
EMBA II - 23
EMBA 17th Batch
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ACCEPTANCE

This is to certify that the thesis entitled “**Satisfaction and Behavioral Intention of Clients in Big T Event Management Company**” has been accepted by the Examination Board for awarding Master of Business Administration (MBA) degree.

Board of Examiners

(Chairman)
Dr. Tin Tin Htwe
Rector
Yangon University of Economics

(Supervisor)

(Examiner)

(Examiner)

(Examiner)

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ABSTRACT

This study aims to examine the influencing factors on client satisfaction and to analyze the effect of client satisfaction on behavioral intention of client in BIG T Event Management Company. The scope of the study covers the clients whose took corporate events form BIG T Event Management Company. Descriptive and analytical research methods are used to achieve the above objectives. Both primary data and secondary data are used in this study. Sample population is 60 out of 71 clients according to Yamane sampling formula. Respondents are selected by using simple random sampling method. Primary data are collected by using structured questionnaires with 5-point Likert scale. Linear regression method is applied to analyse the data. The result reveals that delivery and flexibility have significant effects on customer satisfaction among four competitive priorities. Regression result reveals that flexibility is the main determinant factor on customer satisfaction. It is also found that customer satisfaction has a direct positive effect on behavioural intention of the customers. The study recommends that BIG T Company should focus a sense of flexibility in order to adapt to rapidly changing circumstances by monitoring the latest trends and technology at the foreign countries and creating innovative event plans. In addition, it should find the reliable third parties and suppliers of event decorations and equipment in order to deliver the service as expected. Finally, BIG T Company should conduct a post-event survey to explore whether customers enjoyed about the event, and where company has room to improve for customer satisfaction.

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CHAPTER 1

INTRODUCTION

Companies across the globe are increasingly looking for introducing new products and technology to the market to gain higher competitive edge. They do the various shows, new product launch events, product exhibitions and others at a larger scale to facilitate the interaction of the potential customers as well as investors. Growing corporate culture is parallel also growing the events industry market. Corporate companies play a major role in increasing the event industry market by offering the chances to event companies to host events for them. A successfully corporate event of an organization leaves a memorable experience for the guests, it helps to increase the company's goodwill and brand value. Corporate event management is a very dedicated process seemingly impossible without the help of a professional event management company.

Nowadays, the event management companies need to apply competitive priorities effectively to meet the expectations of their clients and to fulfill their demands amid the highly competitive business world. Planned events might be similar in form, some aspect of setting, people and program will ensure that the event is always experientially different. Not only that but also the expectations, moods, and attitudes of guests and participants will always be new, their experiences will differ regardless of the program setting. This uniqueness of the events makes them attractive. There are many event managements companies in Yangon. Among these event management companies, BIG T event management company is chosen to study for its competitive priorities and analyzed based on conceptual framework.

Competitive priorities are the critical operational dimensions a process or supply chain must possess to satisfy its internal or external customers, both now and in the future (Krajewski, Ritzman, & Malhotra, 2013). The concept of competitive priorities is very important to organizations because it helps set up achievable goals when implementing corporate plans into operational plans. The competitive priorities help organizations set the right course of actions for process selection. When process capabilities fall short of the predetermined competitive priorities, they must be re-determined and re-focused to close the gap or else revise the priority.

According to Kotter and Philip (1991), high customer satisfaction ratings are widely believed to be the best indicator of company's future profit. Satisfaction can be broadly characterized as a post-purchase evaluation of product quality given pre-purchase expectation. Achieving client satisfaction and positive behavioral intention are the decision factors for surviving and success of event companies which have to organize and manage event operations in the targeted times and have no chance to amend them anyhow.

Repurchase behavior occurs when customer purchase other products or services for the second or more times with the same company; and the reason for purchasing again is mainly triggered by customer experience towards the products or services. This means that the most satisfied the clients the more likely they are to repurchase the product or service from the same company and more likely to do positive recommendation. Thus, behavioral intention expressed by clients depend on their level of satisfaction.

In this study, dimensions of competitive priorities such as cost, quality, delivery and flexibility are analyzed to know the customer satisfaction levels towards event management of BIG T. When customers assess customer satisfaction to be high, they not only engage in repeat purchase but also reflect strong loyalty (Shankar et al., 2003 as cited in Singh. H, 2006). Therefore, this study only focuses on the client companies of BIG T Event Management Company. This study will present about competitive priorities of BIG T Event Management Company and the impact of those competitive priorities upon client satisfaction and behavioral intention.

1.1 Rationale of the Study

Current era of the world is experiencing rapid globalization accelerated by advanced communication and transportation. This changed context is nurturing fierce competition among the companies in any industry. Promoting a product or brand using conventional approaches from advertising to sales promotions are no more effective like before.

Therefore, arranging various events for the purpose of promoting a product has become very popular. A successful corporate event performed by an organization leaves a memorable experience for the guests and it helps to increase the company's goodwill and brand value. If an event is managed poorly, the company may need a lot of time to correct

the mistakes, may lose customers and may encounter bad word of mouth which will reduce the company's reputation. That is why so many event management companies emerge in the industry and at the same time client companies and brands have more services companies to be chosen to work together.

However, it is difficult to choose an event management company which can perform the corporate events reaching the expected target and reflect the theme and concept. The precise operations strategies must be applied to perform the events successfully because they need to be achieved in the targeted times and cannot be amended anyhow. Only doing this way, a perfect event which has no defects and keeps right timing can be accomplished and gain the client satisfaction.

To deliver the right quality according to the desire of the customers, event management companies tries to find the right competitive priorities that cannot happen quickly. Many companies struggle for years when making decisions regarding different competitive priorities. Competitive priorities are very important to organizations because it helps set up achievable goals when implementing corporate plans into operational plans. In addition, competitive priorities help organizations set the right course of actions for process selection. When process capabilities fall short of the predetermined competitive priorities, they must be re-determined and re-focused to close the gap or else revise the priority. Therefore, competitive strategies are vital to get the satisfaction and loyalty of the customers.

Customers wish to work together with that event management company which is trustworthy and create full of client satisfaction for their future events. Companies all over the world have had to adapt to changed circumstances and consumer behaviors, and find opportunities in times of crisis. During Covid-19 pandemic, clients cannot do many events like before and event management companies are struggling to get new clients and retain regular clients. Therefore, in order to raise client satisfaction and get their behavioral intention for future events, event management firms mainly focus competitive priorities to survive and grow. As one of the event management companies, BIG T has to set the right competitive priorities to gain more client satisfaction and retain its clients. Therefore, this study aims to analyze the impact of competitive priorities on client satisfaction and behavioral intentions of BIG T Event Management Company.

1.2 Objectives of the Study

The main objectives of the study are:

1. To examine the influencing factors on client satisfaction on BIG T Event Management Company.
2. To analyze the effect of satisfaction on behavioral intention of client in BIG T Event Management Company.

1.3 Scope and Method of the Study

This paper focused on the influencing factors on client satisfaction on BIG T Event Management Company. In addition, it analyzes the effect of client satisfaction on behavioral intention of client in BIG T Event Management Company. The scope of the study covers the clients whose took corporate events form BIG T Event Management Company. Corporate event is any form of event, hospitality or social activity which is organized or funded by a business entity. The most common types of corporate events are conferences, exhibitions, product launches, gala dinners and brand activation events.

Descriptive and analytical research method are used for this study. The structured questionnaires are used to collect data. Simple random sampling method is applied. According to the Yamane sampling formula, the sample population is 60 out of 71 clients who have been using services of BIG T. Therefore, primary data are collected from the responsible persons of 60 client companies (one official from each client company). Secondary data are collected from international research papers, relevant text books, websites and official publications. For data analysis, linear regression method is applied.

1.4 Organization of the Study

This thesis consists of five chapters. Chapter one is introduction which includes rationale of the study, objectives of the study, scope and method of the study and organization of the study. In chapter two, theoretical framework is stated by presenting theories and previous studies related to competitive priorities, customer satisfaction and behavioral intention. Chapter three includes profile and competitive priorities of BIG T Event Management Company. The chapter four describes analysis of client satisfaction and behavioral Intention toward BIG T Event Management Company. The last chapter, chapter five presents findings, discussions and suggestions.

CHAPTER 2

THEORETICAL BACKGROUND

This chapter presents about theoretical background of all applied theories in this study. It describes the theories related to operations strategies, customer satisfaction and behavioral intention. The chapter also presents the discussion on the relationship between each of variables with different authors' perspective. Conceptual framework of the study is discussed at the end of the chapter.

2.1 Competitive Priorities

The competitive priorities act as strategic capabilities and which can help firms to create, develop and maintain competitive advantage. Competitive priorities are defined as the dimensions that a firm's production or service system must possess to support the demands of the markets in which the firm wishes to compete (Krajewski & Ritzman, 1993).

Competitive priorities are the critical operational dimensions a process or supply chain must possess to satisfy its internal or external customers. The concept of competitive priorities is very important to organizations because it helps them set up achievable goals and it has long been known to be associated with organizational performance (Jitpaiboon, 2014).

Makadok (2001) defined capabilities as special types of resources that can enhance productivity of other resources. Low cost, high quality, reliable, fast delivery and product mix (variety and volume) are considered to be the most essential capabilities (Wheelwright, 1984). Phusavat and Kanchana (2007) identified six criteria which act as competitive priorities: quality, cost, delivery, flexibility, customer focus and know-how. Creating competitive advantage requires a determination of the factors that may put a firm in a better position in relation to its competitors in the marketplace. Four strategic capabilities which can be considered as competitive priorities are identified by Conner (2003); low cost, quality, quick delivery and flexibility. Peng et al. (2010) defined competitive priorities as a strategic emphasis on developing certain intended competitive capabilities such cost, quality, delivery and flexibility.

2.1.1 Cost Dimension

Cost is any financial input to the operation that enables it to produce its products and services (Slack & Lewis, 2008). They divided the financial inputs into three categories: operating expenditure (expenditure on labour, materials, rent, energy etc.), capital expenditure (the money invested in land, buildings, machinery, and vehicles), and working capital.

For two companies that compete directly on price, cost will clearly be their major performance objective. The lower the cost of producing their products and services, the lower can be the price to their customers (Human & Provan, 1997). Lowering prices can increase demand for products or services, but it also reduces profit margins if the products or service cannot be produced at a lower cost. The competitive priority of cost is frequently considered either as a cost reduction or operational excellence strategy. The cost reduction or operational excellence strategy implies a systematic improvement of company operations without the accomplishment of radical innovations. An organization following an operational excellence strategy attempts to be a low price provider.

2.1.2 Quality Dimension

There are many definitions to identify quality. Some refer to the “specification” of a product or service, usually meaning high or appropriated specification (Slack & Lewis, 2008). Reeves and Bednar (1994) identified quality as excellence, value, conformance to specifications, and meeting or exceeding customers’ expectations. Avella et al. (1999) also stated that quality is considered as meeting the customer’s needs, and it is the primary orientation of all employees. Garvin (1987) argued that quality is multidimensional, and that each of its dimensions can be used strategically to gain competitive advantage by manufacturing products with high quality or performance standards. The definition of Juran (1974) employed the customer’s perspective in defining quality; it is the customer who decides what goods or services best satisfy his/her needs.

Berry et al. (1988) stated that service quality in the retail experience has become the most important purchase-determining condition. Quality plays an important strategic role in service firms (Bharadwaj & Menon, 1993). As the current marketplace becomes more competitive, consumers tend to become more and more demanding. Customers do not typically purchase many products or services based solely on their characteristics or

price (Bharadwaj & Menon, 1993). In the event of challenges such as continuous increase in customer expectations and customers' subsequent demands as the quality of service improves (Rao and Kelkar, 1997), service firms unable to effectively cater to the needs and wants of customers risk not only losing dissatisfied customers to competitors, but also ultimate erosion of profits and, consequently, failure (Wong & Sohal, 2003). Service quality is increasingly being offered as a strategy by marketers to position themselves more effectively in the marketplace (Parasuraman et al., 1988). Service quality has become a significant differentiator and the most powerful competitive weapon which many leading service organizations possess (Berry et al., 1988; Bharadwaj & Menon, 1993).

2.1.3 Delivery Dimension

Delivery performance has two primary components: (1) reliability of delivery, which is the ability to deliver when promised; and (2) delivery speed, which is typically thought of in terms of short delivery times (Ferdows & Meyer, 1990). Delivery performance measures include emphasis on activities intended to increase either delivery reliability or delivery speed. Kumar and Kumar (2004) further stated that delivery of the required function means ensuring that the right product (meeting the requirements of quality, reliability and maintainability) is delivered in the right quantity, at the right time, in the right place, from the right source (a vendor who is reliable and will meet commitments in a timely fashion), with the right service (both before and after sale), and finally at the right price.

Delivery is a competitive priority because customers are interested in satisfying their needs and wants in the right quantity at the right time. In this context, Kumar (2004) stated that delivery of the required function means ensuring that the right product (meeting the requirements of quality, reliability and maintainability) is delivered in the right quantity, at the right time, in the right place, from the right source (a vendor who is reliable and will meet commitments in a timely fashion), with the right service (both before and after sale), and, finally, at the right price. In the same vein, Li (2000) argued that delivery capability is a time issue where it reflects the following concepts: the number of aspects of a firm's operations; how quickly a product or service is delivered to

a customer; how reliably the products or services are developed and brought to the market; and the rate at which improvements in products and processes are made.

2.1.4 Flexibility Dimension

In general terms, flexibility refers to a firm's agility, adaptability, and responsiveness. However, flexibility remains a very multidimensional concept and conjures up many different meanings among firms (Upton, 1995).

In service sector, flexibility is a vague concept, as not all service flexibility dimensions have been clearly determined. However, flexibility is generally accepted as a useful tool to improve the competitive position of the firm, especially when related to the process of decision making in technologies adoption and implementation (Slack, 2005). Flexibility in services involves the introduction of new designs and services into the service delivery system quickly, adjusting capacity rapidly, customizing services, handling changes in the service mix quickly and handling variations in customer delivery schedules (Aranda, 2003).

2.2 Customer Satisfaction

Customer satisfaction is the outcome that customers received when the service they experienced exceed their expectation. Customer satisfaction is described as the psychological state consumers experience when their expectations prior to the consumption of a product/service meets or exceeds the actual consumption experience (Patrick et al., 2020). Customer satisfaction is measured at the point when a product or service is purchased and then used, as well as throughout the process of acquiring a product or receiving service. Consumers usually decide to buy or continue buying after assessing whether their experiences with the service or product has been satisfactory or pleasurable. Extant studies have reported that purchase intention increases the likelihood of actual purchase behavior, thus, a company that seeks profits will need to make efforts to attract customers and ensure their satisfaction (Bapat, 2017; Sreejesh et al., 2018). Customer satisfaction is the sum of a customer's perceptions, evaluations, and psychological reactions to a product or service's experience, therefore, it is regarded as subjective, since consumers who use or consume a product are the only ones who can measure satisfaction with it (Benoit et al., 2020). Satisfied customers are more likely to

engage in COBRA and firms can rely on their engagement on social media to differentiate their brands on the basis of positive, strong and unique experiences (Priporas et al., 2017).

How an organization's products meet or exceed a customer's expectations also determines customer satisfaction, as does the customer's belief that they are receiving value in the product (Dominici & Guzzo, 2010). In addition, the capability of a company to achieve high customer satisfaction is indispensable in building good customer relations and various distinct services (Klee et al., 1997). If these organizations fail to create high customer satisfaction, they are likely to fail against their competitors (Chandra et al., 2018). On the other hand, when a company provides high-quality services, it also improves customer satisfaction. What is more, customer satisfaction determines the competitive advantage for all hospitality businesses (Tsai et al., 2010). Customer satisfaction, or meeting a customer's needs and demands, is essential for any industry.

2.3 Behavioral Intention

Behavioral Intention is a proxy measure for behavior. It represents a person's motivation in the sense of her or his conscious plan or decision to perform certain behavior (Conner & Armitage, 1998). Generally, the stronger the intention is, the more likely the behavior will be performed. Three behavioral intentions include repurchase intention, positive recommendation and willingness to pay more.

Repurchase intentions are defined as the individual's judgment about buying again a designated service from the same company, taking into account his or her current situation and likely circumstances. (Hellier, 2003). From this definition, it is clear that repurchase behavior occurs when customers purchase other products or services for the second or more times with the same company; and the reason for purchasing again is mainly triggered by customer experience towards the products or services. This is because the longer consumers stay with a company, the more products or services they buy from the company and no excess marketing outlay to win new customers.

Consumers who are satisfied with a product's performance are more likely to recommend it to others. When consumers want to buy a product again, the company or product provider must meet their expectations. When compared to dissatisfied customers, satisfied customers are more likely to make repeat purchases. Consumers' desire to

repurchase a product in the form of goods or services for which they have previously experienced the benefits and quality is referred to as repurchase intention (Liang et al., 2018). Research in the hospitality sector has affirmed the positive effect of satisfaction on repurchase intentions (Skarlicki et al., 2019). Customer satisfaction with the overall service experience in the hospitality sector enhance the likelihood of patronizing the service again (Liang et al., 2018).

To retain customers, a company needs to improve its service quality, which in turn leads to high service value (Cronin, Brady & Hult, 2000). Thus, it is noticed that consumers are more likely to purchase again from the same company if they think that what they have received was worth what they have given up. WOM communication is defined as “informal communications directed at other consumers about the ownership, usage, or characteristics of particular goods and services and/or their sellers” (Westbrook, 1987, as cited in Wahyuningsih, & Djayani, 2010)

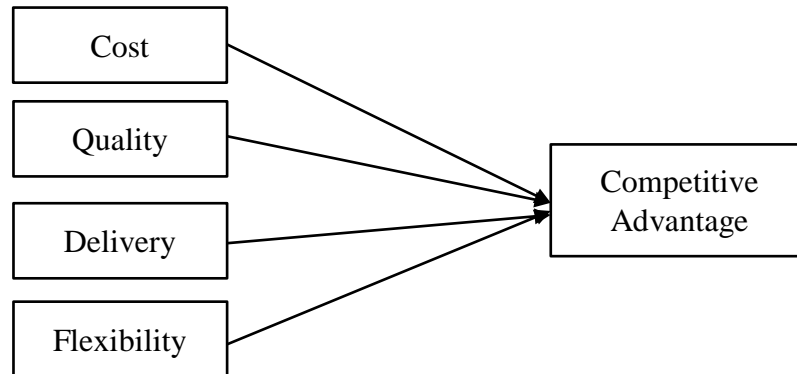
A dissatisfied customer will likely complain, engage in negative word of mouth and switch to a competitor. On the other hand, a satisfied customer will likely to spread positive words and recommend the service/product to others. There are unambiguous empirical supports for the influence of customer satisfaction on positive recommendation. For instance, Vázquez et al. (2009) in the mobile telecommunications industry, Jen et al., (2011) in the transportation industry and Shen and Choi (2015) in the tourism industry found that there is a positive relationship between customer satisfaction and recommendation. It is believed that the expected benefits of switching to another supplier should be reduced when a customer perceived a higher level of satisfaction and consequently, it will increase the likelihood of giving a positive recommendation.

2.4 Previous Studies

The conceptual framework of the study is based from previous studies and created as own compilation. Awwad, Khattab, and Anchor (2013) did the research titled competitive priorities and competitive advantage in Jordanian manufacturing. The study aimed to explore and predict the relationship between the competitive priorities (quality, cost, flexibility and delivery) and the competitive advantage of firms in the Jordanian Industrial Sector.

Figure (2.1) Conceptual Framework of Awwad, Khattab and Khattab

Competitive Priorities



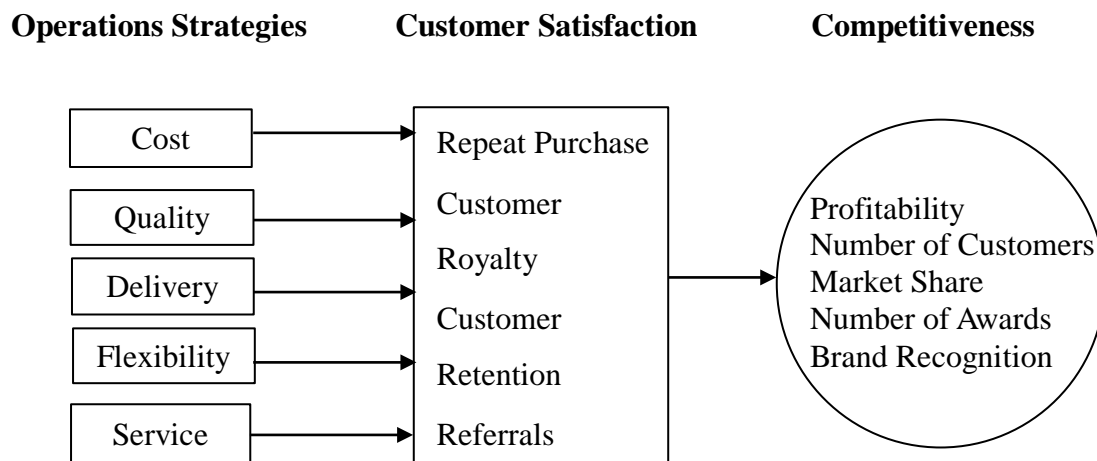
Source: Awwad, Khattab, and Anchor (2013)

According to Figure (2.1), a population of 88 Jordanian manufacturing firms, registered on the Amman Stock Exchange, was targeted using a cross-sectional survey employing a questionnaire method of data collection. The results of the data analysis indicated a significant relationship between competitive priorities and competitive advantage.

Wagathera (2017) conducted the research titled operation strategies, customer satisfaction, and competitiveness in bonfire adventures and events limited. The study aimed to establish operations strategies, determine the contributions of operations strategies toward customer satisfaction, and determine the influence of customer satisfaction on competitiveness of Bonfire adventure and events limited. In the study of Wagathera (2017), operations strategies act as a competitive priority considered as yardsticks which most companies can utilize to add value to services they provide. The study focused on 80 employees and 400 customers of Bonfire adventure and events limited.

According to Figure (2.2), the findings of the study revealed that operations strategies influenced organizational competitiveness. The study found that there was a positive significant relationship between customer satisfaction and profitability.

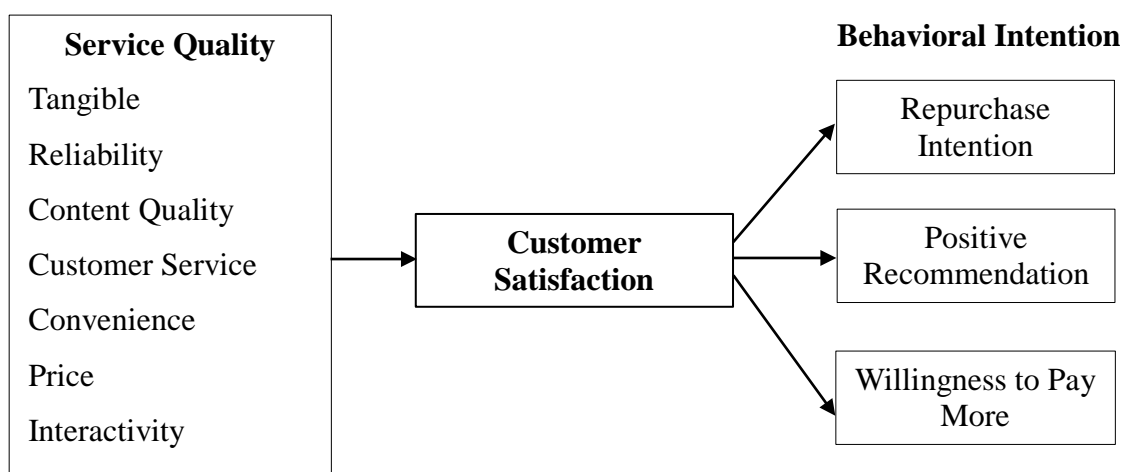
Figure (2.2) Conceptual Framework of Wagathera



Source: Wagathera (2017)

According to the study of Dawi, Jusoh, Streimikis, and Mardani (2018), it explored the effects of customer satisfaction and switching barriers on customer behavioral intentions. This study aimed to study two facts. Firstly, to investigate the effect of customer satisfaction and behavioral intentions in the context of Malaysia’s satellite pay TV customers. Conceptual framework of Dawi, Jusoh, Streimikis and Mardani is shown in figure (2.3).

Figure (2.3) Conceptual Framework of Dawi, Jusoh, Streimikis and Mardani



Source: Dawi, et.al (2018)

Data were gathered from 245 pay TV customers via the application of a survey. The data were analyzed using structural equation modeling. The results showed that there were positive relationships between service quality, customer satisfaction, and behavioral intentions.

2.5 Conceptual Framework of the Study

This study aims to analyze the competitive priorities of BIG T Event Management Company and the impact of those priorities upon client satisfaction and behavioral intentions.

Figure: 2.4 Conceptual Framework of the Study

Competitive Priorities



Source: Own Compilation Adapted from Previous Studies (2022)

Figure (2.4) is the conceptual framework of the study of the relationship between competitive priorities, customer satisfaction and behavioral intention. It is further analyzed the impact of competitive priorities toward client satisfaction of BIG T Event Management Company. Four competitive priorities (quality, cost, flexibility and delivery) can contribute to improving and sustaining the competitive advantage of a firm, since such priorities are all linked to its corporate and functional strategies. Therefore, competitive priorities (cost, quality, delivery and flexibility) are focused in this study. Customer satisfaction is defined as a measurement that determines how happy customers are with a company's products, services, and capabilities while behavioral intention can be defined as the consumer willingness to develop some categories of behaviors such as referrals, price sensitivity, repurchase, complaining behavior, loyalty and word of mouth. And then, it is analyzed on the impact of customer satisfaction on behavioral intention.

CHAPTER 3

PROFILE AND COMPETITIVE PRIORITIES OF BIG T EVENT MANAGEMENT COMPANY

This chapter consists of the profile, vision and mission of BIG T Event Management Company. It also presents the organization structure, and competitive priorities employed by BIG T Event Management Company.

3.1 Profile of BIG T Event Management Company

BIG T Company Limited is one stop event management company in Yangon, Myanmar and established in 2015. It is a private owned company in Myanmar, which is located at No.48, Thu Khi Tar Street, Paw San Mhwe Road, Thingangyun Township, Yangon. It operates closed with a team who provides detail explanation to help the right choice and assures with a loyal guarantee to satisfy customer's needs. It serves and operates in the service industry community since 2014.

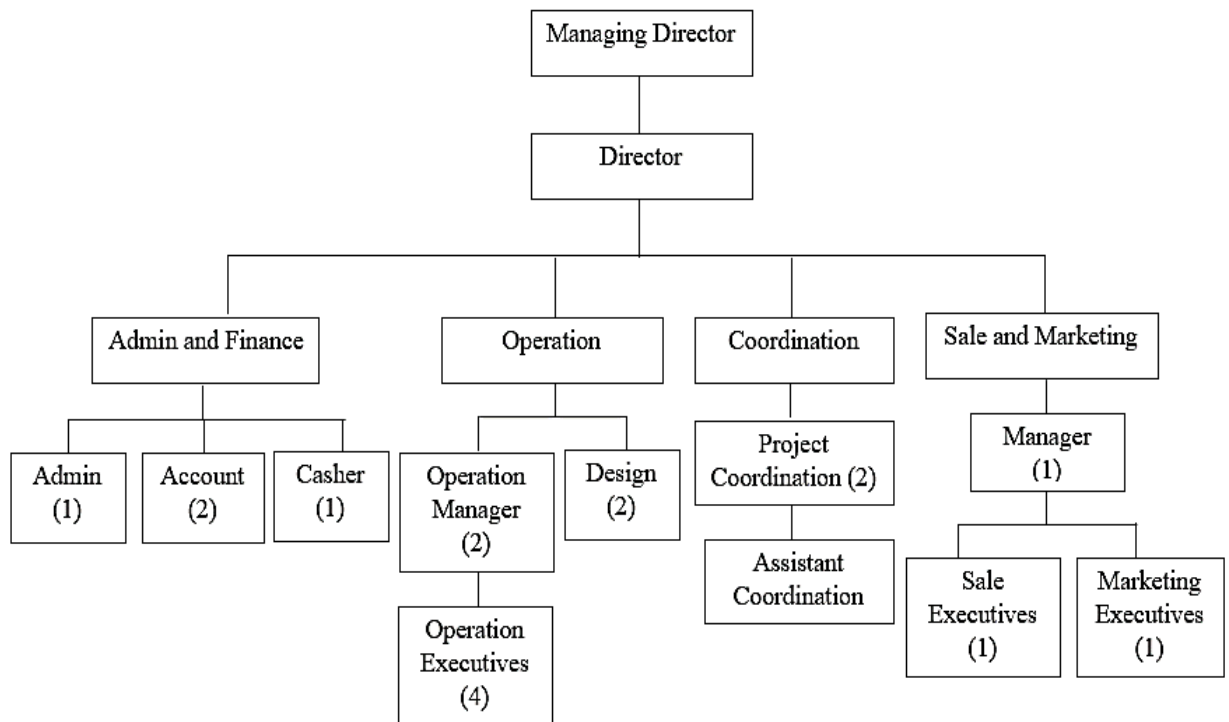
BIG T Event Management Company is committed to providing their clients with the strongest foundation for their success, the insight into their client's needs and requirements, together with organizational commitment to the best hospitality guarantees that it always brings visions to life in a way that surpasses all expectations. BIG T Event Management Company offers the following services; Conference and workshop, meeting and seminar, exhibitions and trade show, product launch and promotion, gala dinner and annual party, road show and stage show and public events. Until now the company has provided contributions to the well-recognized events in all around Myanmar as event production team as well as event Management Company.

The company has a clear vision to ensure clients satisfaction and loyalty. As every event has to be perfect social, technical and creative fit, the company applies a collaborative approach to all the projects. To be the leading Event Management Company in Myanmar, by meeting and exceeding the expectations of the Clients through innovative ideas and the delivery of excellent service. Core Values of the Company includes a positive attitude, focused on details, behave live ownership, acting as team players.

Big T Event Management Company is a private owned company in Myanmar. It is a small and medium enterprise (SME's) business. This organization provides one stop services to manage all types of event. BIG T has done any types of events but some of the functions are outsourced with contracted organizations and third-party suppliers. The organization structure is shown in Figure (3.1).

Figure (3.1) Organization Structure of BIG T Event Management Company

Source: BIG T Event Management Company (2022)



There are four main sections in BIG T Event Management Company. All sections take their respective responsibilities, duties and tasks harmoniously by the departmental functions. Admin and finance section involves two main functions: administration and financing. Human Resource functions are also under the control. The organization is small business so that no Human Resource department is there. This section is closely control and monitor by Director. Admin, Human Resource and finance function are managed under this section.

In Operation section, there are two teams, an operation team and a design team separately. Operation team members mainly manage technical works such as audio system, lighting system, visual system, constructing truss and stage setting. According to the type and size of event, an operation manager and two operation staffs supervise the team. This section survey at the venue of event, preparing setting and try to accomplish

the whole operation successfully. The design team members perform event survey and draw layout plan on a precise scale. Aiming for the satisfaction of the client, the design team members draw detailed design plan to match theme and idea of the event. This section advises and supervises the suppliers for the materials to be used and the best methods for standardizing setting and decoration works faster.

The other section is Coordination Section and there are many duties and responsibilities of coordination section. As a focal person of the event company, the project coordinator works together with the client since the project is confirmed and till it is accomplished successfully. The project coordinator informs the desire of client to the responsible departments of the event company and informs the designs, costs etc. reported from each department to the client. The project coordinator prepares the quotation and outsources necessary works with the third parties and suppliers. The project coordinator feeds the client by making and reporting event planning, time frame, setup plan periodically. Therefore, the client knows the progress of preparation works in real time. The project coordinator also prepares event agendas, sequences, scripts for Master of Ceremony.

The last section of BIG T Event Management Company is Sales and Marketing section. The team members try to introduce the services provided by the event company to the potential clients via social media or on ground activities continuously. They send proposals to the potential clients and follow up from time to time. They restore the good relationship with the existing clients too. When a client contacts and the event company for ordering to arrange an event, the sales and marketing team meet the client and receive the briefing of the client and brief the other members. This section contact the internal team and prepare draft proposals and quotations.

3.2 Competitive Priorities of BIG T Event Management Company

Competitive priorities are the critical operational dimensions a process or supply chain must possess to satisfy its internal or external customers. The concept of competitive priorities is very important to organizations because it helps them set up achievable goals. BIG T Event Management Company is thoroughly focused and practicing four competitive priorities such as cost, quality, delivery and flexibility. To

perform the event management effectively and efficiently, the competitive priorities for every step are needed to apply.

3.2.1 Cost Dimension

One of the reasons for using the services of an event company is cost saving. That is why Big T always tries to provide the reasonable price and make sure the client enjoying satisfaction for the service and it is well worth using. Big T customizes the quotations depend upon the classification of events, location, theme, budget. Big T offers his clients the events that are worth of money.

To offer the best price and achieve cost saving, Big T carefully selects partners and make contracts with third parties for stage decorations. In addition, Big T uses many suppliers according to the standards of the company. Big T does not rely on only one partner or supplier. The employees of BIG T explain customers about the pros and cons of the raw materials according to the budget levels of the customers so that customers can make the right decision. Moreover, the company directly deals with direct suppliers and wholesalers to get a secure supply of good quality raw materials at a reasonable price.

Big T has own audio, lighting and truss systems so that the company can maintain the low cost and offer the customers cheap price. The company makes the contracts with hotels, promotional areas of shopping centers to get the discounts and the planned date for the events. It has packages for the events and quickly offers the quotations. Furthermore, it arranges the customized package according to the request of the customers. Therefore, customers can do the events within their budget range. By the experience and previous events, the company gives the suggestions and recommendations to customers not to be incurred unnecessary extra cost. It also offers special rates and discounts to regular customers.

3.2.2 Quality Dimension

As an event management company, BIG T Event Management Company tries to have the modern ideas and methods and understand needs and wants of the clients. Since the company gets the detail information from customers, it does the step by step quality controls to arrange the events according to the desire of the customers. BIG T suggests

the proposals including suitable venue, activities and performance, agenda etc. When the customers confirm the proposal, BIG T makes 3D design for the events so that customers can see like actual events. If the customers want something, BIG T revised the proposals and make 3D again for the customers. Therefore, there is no discrepancy about quality and BIG T can offer the quality exactly what the customers want and need.

The operation team and coordination team make sure the actual condition of the event reaches the standard mentioned in the event proposal design. At first, as a pre-production meeting, the designer, project coordinator and operation manager meet the responsible suppliers and discuss about the designs approved by the client in detail.

As the second step, project coordinator reports the developing process following time line, including agendas, scripts and sequences to the client in real time assisted by the operation manager. BIG T always gets the confirmation from customers with the progress of each event process such as stage decoration, color, logo, and table arrangement etc. BIG T used to request customers to come and see the progress so that customers can see the actual layout and arrangements. The project coordinator, operation team and the designer form a team and supervise closely at the event location for the sake of accomplishing a targeted standard one in time.

Finally, the project coordinator collaborates with the client to avoid the unnecessary problems and down times and to accomplish the project successfully in time. If some changes or difficulties occur urgently, the project coordinator has to discuss and works together not only with the client but also internal event team in real time. The project coordinator makes sure that all of the things belong to the client are returned to the client properly when the event comes to an end. The project coordinator performs the assigned duties of the company and the whole event team and additionally, fulfills the desire of the client like a family member. The project coordinator asks the client to provide feedback and review about the collaborating with BIG T to improve the quality services.

3.2.3 Delivery Dimension

It has not tolerance because the company only perform an event once and it cannot be amended. BIG T Event Management Company needs accuracy for the event because it performs an event on behalf of the client and it is very important for both. BIG T delivers

the service at the proposed venue, at the targeted time, same quality according to the arrangement. BIG T practices to work faster depend upon the situations for the sake of to be a reliable company for the client.

For the large events, the preparation takes up to 4 months while small events take at least 1 week. If there is enough time to prepare, it is ok for the company. However, sometimes, customers contacts at the short time. For those events, BIT T makes the meetings with coordinators, suppliers and third parties whether they can cooperate to meet the target date before giving confirmation to the clients. Then, if all parties agree to meet the target date, BIG T confirms the clients and makes the contracts with clients, suppliers and third parties with detail schedules.

Operation teams manages the raw materials to arrive on time and checks the progress of the third parties phase by phase according to the project management plans. The project coordinator leads the team from the starting time of event and through the ceremony till it comes to an end for the sake of avoiding downtime, to accomplish successfully in time and to harmonize the sequences. The project coordinator tries to look for the solutions for the possible problems in advance and reserves the plan A and B and collaborates with the client through the project. To finish on time, BIG T sometimes has to use more manpower for day shifts and night shifts when the target date is very closed. In addition, the company arranges generators stand by for the operations not to be delayed. BIG T Company arranges supervisors and coordinators stand by during the events to monitor the events finished successfully.

3.2.4 Flexibility Dimension

It is important to be flexible when working in the different situations to accomplish an event successfully. According to the desire of client, idea and budget, BIG T offers quality events using not only existing packages but also customized package.

BIG T Event Management Company has the contacts including foreign and local suppliers, and event and entertainment companies for necessary technical aids, technicians, entertainments and performances and try to fulfill the desire of clients. Standard and premium packages are presented in Table (3.1).

Table (3.1) Standard and Premium Packages of BIG T Event Management

| Sr. No | Packages | Venues |
|--------|----------|---|
| 1. | Standard | Design and Layout Venue Rental Standard audio and lighting systems Standard event setting and decorations |
| 2. | Premium | Design and Layout Venue Rental Premium audio and lighting systems Premium event setting and decorations Videography and photography Entertainment and creativity activity Security and crowd management |

Source: BIG T (2022)

BIG T has premium and standard packages for both luxury and budget events. By explaining the details about the packages and venue, company lets the customers to customize according to their desire. Moreover, BIG T shows the customers previous events video files and photos so that customers can have ideas for their events. BIG T also offers different payment terms for the convenience of the customers.

3.3 Research Design

This study plans to analyze the impact of operations strategies toward client satisfaction of BIG T Event Management and to examine the relationship between client satisfaction and behavioral intentions of BIG T Event Management. Both primary data and secondary data are utilized in this research. To get the sample population, Yamane formula is applied in this research. There are 71 total clients at BIG T Company limited.

$$n = \frac{N}{1+N*(e)^2}$$

n = the sample size

N = the Population size

e = the acceptable sampling error

According to the Yamane formula, the sample population is 60. Therefore, questionnaires are collected from 60 officials (one official from each client company from various business industries which have been using BIG T services) to get the primary data. Simple random sampling method is used in this research. Secondary data are acquired from textbooks, former research papers and internet.

3.4 Reliability Test

Reliability analysis refers to the fact that the extent to which a measure produces consistent results and Cronbach's alpha is used for whole questionnaires. Cronbach's alpha is a measurement scale used to assess the reliability, or internal consistency. This test is accurately measuring the flexible of interest. Cronbach's Alpha is used to show how reliable on this questionnaire. Reliability Test of the study is presented in Table (3.2).

Table (3.2) Reliability Test

| Sr. No. | Items | N | Cronbach's Alpha |
|----------------|----------------------|----------|-------------------------|
| 1 | Cost | 5 | .731 |
| 2 | Quality | 5 | .798 |
| 3 | Delivery | 5 | .815 |
| 4 | Flexibility | 5 | .733 |
| 5 | Client Satisfaction | 10 | .765 |
| 6 | Behavioral Intention | 10 | .977 |

Source: Survey Data, 2022

According to Table (3.2), the Cronbach alpha value are greater than 0.70 indicating that all questionnaires are acceptable level and most values have it all over the recommended value of 0.7 indicating adequate internal consistency.

3.5 Demographic Profile of the Respondents

The data are received from survey questions to 60 clients of BIG T Event Management Company. The questions of demographic information are evaluated with design questioners. Demographic data of the clients include age, gender, education, types

of business, job position and length of business used. Demographic profile of the respondents is presented in Table (3.3).

Table (3.3) Demographic Profile of the Respondents

| Sr No. | Demographic Factors | Description | No. of Respondents | Percentage |
|--------|------------------------|-------------------|--------------------|------------|
| | | Total | 60 | (%) |
| 1 | Age | Under 30 years | 19 | 32 |
| | | 31-40 years | 33 | 55 |
| | | 41-50 years | 8 | 13 |
| 2 | Gender | Male | 29 | 48 |
| | | Female | 31 | 52 |
| 3 | Education | Graduate | 34 | 57 |
| | | Master Degree | 26 | 43 |
| 4 | Type of Business | Manufacturing | 10 | 17 |
| | | Trading | 12 | 20 |
| | | Services | 23 | 38 |
| | | Other | 15 | 25 |
| 5 | Occupation | Business Owner | 9 | 15 |
| | | Managing Director | 27 | 45 |
| | | Manager | 14 | 23 |
| | | Other | 10 | 17 |
| 6 | Length of Service Used | Less than 1 year | 9 | 15 |
| | | Over 2 years | 51 | 85 |

Source: Survey Data, 2022

According to the breakdown of the age of 60 respondents, 19 respondents in 60 total respondents are under 30 years. 33 respondents are age between 31 and 40 years and it is higher rank in this study. In age between 41 and 50 years, there is 8 of 60 respondents which is the least among others. Over 55 years, there is no respondent. According to this data, the age of 60 respondents, most of respondents are middle ages. In this data, most of

the respondents are female 52% and the rest respondents are male 48% which mean female are higher than respond male in this analysis.

With relation to the education of respondents, the majority of the education level of respondents is graduate by 34 respondents with 57% and is followed by respondents with master degree which takes 43% of 26 respondents. The majority of respondents' business is service sector, 38% and the second is other industry, 33%. The third one is 20% of trading business and manufacturing sector is the fourth one, 17%. Most of the respondents are managing directors, 45% and followed by respondents who are managers, 23%. Other position is 25% and business owners are 15% of 60 respondents. As for the length of service used by respondents, more than third fourth has used BIG T service for over two years, 85% and 15% has used less than 1 year.

CHAPTER 4

ANALYSIS ON CLIENT SATISFACTION AND BEHAVIORAL INTENTION TOWARDS BIG T EVENT MANAGEMENT COMPANY LIMITED

This chapter arranged into three parts. In the first part, customer perception on competitive priority and behavioral intention. The second part, the effect of competitive priority on customer satisfaction of BIG T Event Management Company. The third part, the effect of customer satisfaction on behavioral intention of BIG T Event Management Company.

4.1 Client Perception on Competitive Priorities

In this part, the effect of competitive priorities on client satisfaction is analyzed on cost, quality, delivery and flexibility. The questionnaire is constructed by 5 Point Likert scale, total of 60 clients answered these questions and the results are presented.

4.1.1 Cost Dimension

In this section, it analyzes cost. As show in Table (4.1), most of the respondents are same opinion with the five questions of the survey and the mean value of getting value for their money, being consistent with the client's requirements and affordable price with the standard and cost of services provided, offering the services with appropriate price are over 4. The maximum mean value is 4.07 and the overall mean value is 3.96.

Big T carefully selects partners and make contracts with third parties for stage decorations to offer the best price and achieve cost saving. In addition, the company has own audio, lighting and truss systems so that it can maintain the low cost and offer the customers cheap price. The company also makes the contracts with hotels, promotional areas of shopping centers to get the discounts and the planned date for the events. Therefore, cost is consistent with what clients expect and can afford.

Table (4.1) Cost Dimension

| Sr.No | Cost Dimension | Mean | Std Dev. |
|--------------|--|-------------|-----------------|
| 1 | Having a variety of cost differentiated services. | 3.80 | 0.63 |
| 2 | Getting value for their money. | 4.07 | 0.45 |
| 3 | Pricing of services are pocket friendly. | 3.82 | 0.54 |
| 4 | Being consistent with the client's requirements and cost of service. | 4.05 | 0.65 |
| 5 | Offering the service with appropriate price. | 4.07 | 0.41 |
| | Overall Mean | 3.96 | |

Source: Survey Data, 2022

Overall mean score shows that the customers are satisfied with BIG T Company price of service and they get value for their money.

4.1.2 Quality Dimension

This section presents the quality of tangible and intangible services. The mean value, standard deviation and overall mean are shown as Table (4.2).

Table (4.2) Quality Dimension

| Sr No. | Quality | Mean | Std Dev. |
|---------------|--|-------------|-----------------|
| 1 | Applying personal attention approach to customer. | 3.98 | 0.62 |
| 2 | Understanding the needs of its customers well. | 3.48 | 0.81 |
| 3 | Providing services same as what they promised at the time when the agreement was made. | 4.12 | 0.61 |
| 4 | Being ready to answer questions and concerns the customers. | 3.98 | 0.62 |
| 5 | Making a positive contribution to event collaborated with the client. | 3.90 | 0.71 |
| | Overall Mean | 3.89 | |

Source: Survey Data, 2022

According to the highest mean value 4.12, respondents agree that service of BIG T are the same as what they promised at the time when the agreement was made. Once the company gets the detail information from customers, it does the step by step quality controls to arrange the events. The operation team and coordination team make sure the actual condition of the event reaches the standard mentioned in the event proposal design. Moreover, BIG T used to request clients to come and see the progress so that BIT T provides the services exactly according to the agreement.

The second highest mean score 3.98 got for two questions. Most of the client state that the company pays much attention to their needs and wants since BIG T has standard and premium packages. In addition, the company gives the suggestions and recommendations according to the event of the clients when clients have questions and request suggestions for their events. BIG T shows previous successful event videos and makes 3D model for their customers so that customers can get the idea and select the customized proposal. The overall mean value is 3.89. The respondents delight upon both product and service quality because BIG T Event Management Company are committed to providing quality service that will meet the needs of all their clients.

4.1.3 Delivery Dimension

In this section, it analyzes delivery or time management of event planning and execution. Client perception on delivery dimension is presented in Table (4.3).

Table (4.3) Delivery Dimension

| Sr.No | Delivery | Mean | Std Dev. |
|--------------|---|-------------|-----------------|
| 1 | Providing services at the promised time. | 4.00 | 0.71 |
| 2 | Ensuring the event setting deadlines and everything accomplished on time. | 3.75 | 0.68 |
| 3 | Applying effective time management comes with practice. | 3.48 | 0.60 |
| 4 | Responding to the problems very quickly. | 3.55 | 0.72 |
| 5 | Ensuring prompt provision of their services. | 3.75 | 0.57 |
| | Overall Mean | 3.71 | |

Source: Survey Data, 2022

The highest mean value 4.00 indicates that BIG T provides services at the promised time. BIT T makes the meetings with coordinators, suppliers and third parties whether they can cooperate to meet the target date before giving confirmation to the clients. The second highest mean score 3.75 indicates that BIG T ensures the event setting deadlines and everything accomplished on time and prompt provision of their services because operation teams manage the raw materials to arrive on time and checks the progress of the third parties phase by phase according to the project management plans. In addition, the company places generators stand by for the operations not to be delayed. BIG T arranges supervisors and coordinators stand by during the events to monitor the events finished successfully. According to the overall mean value 3.71, clients state that BIG T arranges the events according to the arrangements.

4.1.4 Flexibility Dimension

The following Table (4.4) shows the perception of flexibility dimension. The statement such as being reachable anytime the customer wants, offering a wide variety of services to choose from, having convenient operating hours, being able to understand and solve the specific needs of customers, being able to adapt quickly to the turbulent needs of customers were asked in the questionnaire.

Table (4.4) Flexibility Dimension

| Sr No. | Flexibility | Mean | Std Dev. |
|---------------|---|-------------|-----------------|
| 1 | Being reachable anytime the customer wants. | 3.95 | 0.43 |
| 2 | Offering a wide variety of services to choose from. | 3.75 | 0.75 |
| 3 | Having convenient operating hours. | 3.70 | 0.59 |
| 4 | Being able to understand and solve the specific needs of customers. | 3.87 | 0.62 |
| 5 | Being able to adapt quickly to the turbulent business environment. | 3.73 | 0.76 |
| | Overall Mean | 3.80 | |

Source: Survey Data, 2022

As pointed up in Table (4.4), the highest mean value, 3.95 is being reachable anytime the customer wants since BIG T Event Management Company has the contact not only with the local supply, event and entertainment companies but also with the

foreign supply, event and entertainment companies. Therefore, BIG T can reply information or offer quotation to clients anytime. The second highest mean value 3.87 indicates that BIG T Company understands the needs and wants of the clients. BIG T Company has a lot of event experience, and shows the clients previous events video files and photos so that clients can have ideas for their events. In addition, BIG T has to estimate using not only existing packages but also customized package based on the desire of the clients. According to the overall mean value 3.80, clients agree that BIG T can provide the flexible service according to their needs and wants.

4.2 Client Satisfaction

This section presents the mean value and standard deviation of client satisfaction. There are ten questions to analyze. The outcomes are shown as the following Table (4.5).

Table (4.5) Client Satisfaction

| Sr.No | Client Satisfaction | Mean | Std Dev. |
|--------------|---|-------------|-----------------|
| 1 | Employees keeping in mind client satisfaction in heart | 3.82 | 0.54 |
| 2 | Reasonable price of services | 3.73 | 0.76 |
| 3 | Excellent equipment and decoration materials used in the events | 3.73 | 0.76 |
| 4 | Providing the delivered service as promise. | 3.75 | 0.75 |
| 5 | Responding inquires in a timely manner | 3.75 | 0.75 |
| 6 | Being flexibility enough no matter how often the plan is changed | 3.75 | 0.57 |
| 7 | Being happy with overall services | 3.75 | 0.57 |
| 8 | Satisfied the customized event service from BIG T | 4.05 | 0.43 |
| 9 | Arranging events according to the expectations of the clients | 3.88 | 0.49 |
| 10 | Taking immediate action and problem-solving skill whenever I do the last-minute request | 3.82 | 0.54 |
| | Overall Mean | 3.80 | 0.31 |

Source: Survey Data, 2022

As mention in Table (4.5), the highest mean value 4.05 indicates that most clients are satisfied with the customized event service from BIG T since BIG T has standard and

premium packages. In addition, the company offers the packages according to the budgets of the clients. The second highest mean score 3.88 shows that BIG T arranges the events according to the expectations of the clients because BIG T has premium and standard packages for both luxury and budget events. By explaining the details about the packages and venue, company lets the clients to customize according to their desire. According to the overall mean value 3.80, clients are satisfied with the event arrangements of BIG T Event Management Company.

4.3 Behavioral Intention

In this section, it analyzes the behavioral intention of clients towards the services of BIG T Event Management Company. The questions for behavioral intending relate to continue with company service in the future. Behavioral intention of the clients are presented in Table (4.6).

Table (4.6) Behavioral Intention

| Sr.No | Behavioral Intention | Mean | Std Dev. |
|--------------|---|-------------|-----------------|
| 1 | Having intentions to continue using service from BIG T | 3.98 | 0.62 |
| 2 | Hoping long-lasting relationship with BIG T Event Management Company | 3.75 | 0.68 |
| 3 | Intention of working with employees of BIG T Event Management Company | 3.80 | 0.55 |
| 4 | Being happy with the products and services of BIG T Event Management | 3.62 | 0.72 |
| 5 | Giving recommendation BIG T in the past | 3.60 | 0.72 |
| 6 | Recommending BIG T Event Management Company to anybody in the future | 3.68 | 0.70 |
| 7 | Sharing the good things of the services of BIG T | 3.72 | 0.85 |
| 8 | Perpetuating as a client of this firm even attractive offers from other firms | 3.62 | 0.72 |
| 9 | Accepting a reasonable price rise of BIG T | 3.78 | 0.64 |
| 10 | Willing to use BIG T Event Management services even at the higher price | 3.78 | 0.64 |
| | Overall Mean | 3.73 | |

Source: Survey Data, 2022

According to the highest mean value 3.98, most respondents have the intention to use event service from BIG T since they are satisfied with the services of company. BIG T always thinks for clients to get events worth of money. In addition, BIG T provides customized quality service by giving suggestion and recommendation to clients. BIG T always arrange events exactly according to the agreement by arranging backup plans. The second highest mean score indicates that clients want to work together with the employees of BIG T as employees of BIG T are knowledgeable and always give recommendation to clients. It is also found that clients will use service of BIG T even the price goes up or they receive better promotions from other event companies.

The overall mean value is 3.73 and clients have behavioral intention of using service from BIG T in the future as they are generally satisfied with the services and employees of the event company.

4.4 Analysis on Influencing Factor on Client Satisfaction

This section analyses the effects of competitive priorities (cost, quality, delivery and flexibility) on client satisfaction. Client satisfaction is regressed with competitive priorities. In order to find out the relationship, multiple regression analysis is applied. The findings are shown in Table (4.7).

According to Table (4.7), since the value of adjusted R square is 0.931, it can be concluded that this specified model can explain 93.1% of variation of client satisfaction which is predicted by competitive priority. As overall significance of the model, F value is highly significant at 1 percent level, this model can be said valid.

Delivery variable has the expected positive sign, and the coefficient of the variable is strongly significant at 1 percent level. The positive relationship means that the increase in delivery will lead to more client satisfaction of Big T event. BIG T makes meetings with coordinators, suppliers and third parties whether all parties can cooperate to meet the target date. In addition, to finish on time, BIG T sometimes has to use more manpower and arranges standby generators for day shifts and night shifts when the target date is very closed. The result shows that a unit increase in delivery variable will also result in 0.182 unit increase in client satisfaction of Big T event.

Table (4.7) Effect of Competitive Priorities on Client Satisfaction

| Variable | Unstandardized Coefficient | | Standardized Coefficient | t | Sig |
|-------------------|----------------------------|------------|--------------------------|-------|------|
| | B | Std. Error | Beta | | |
| (Constant) | .923 | .134 | | 6.882 | .000 |
| Cost | .002 | .085 | .002 | .025 | .980 |
| Quality | -.010 | .046 | -.015 | -.225 | .823 |
| Delivery | .182*** | .036 | .291 | 5.074 | .000 |
| Flexibility | .589*** | .079 | .770 | 7.489 | .000 |
| R Square | .936 | | | | |
| Adjusted R Square | .931 | | | | |
| F value | 200.609*** | | | | |

Source: Survey Data, 2022

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

Flexibility variable has the expected positive sign, and the coefficient of the variable is strongly significant at 1 percent level. The positive relationship means that the increase in flexibility will lead to more client satisfaction since BIG T has not only standard packages but also customized package based on the desire, budget and idea of the clients. The result shows that a unit increase in flexibility variable results in 0.589 unit increase in client satisfaction of Big T event.

The standardized coefficient (Beta) of flexibility has the largest value (.770) among two explanatory variables indicating that flexibility has the greatest contribution to increase the client satisfaction when the variance explained by other variables is controlled for all variables. Flexibility or customized services are essential for clients to do the events according to their needs and wants. Therefore, they prefer the event management company that can provide the customized packages.

4.5 Analysis on the Effect of Client Satisfaction on Behavioral Intention of Client

This section analyses the effects of client satisfaction on behavioral intention of the clients. Behavioral intention is regressed with client satisfaction. In order to find out the relationship between client satisfaction and behavioral intention, multiple regression analysis is applied. The findings are shown in Table (4.8).

Table (4.8) Effect of Client Satisfaction on Behavioral Intention

| Variable | Unstandardized Coefficient | | Standardized Coefficient | t | Sig |
|---------------------|----------------------------|------------|--------------------------|--------|------|
| | B | Std. Error | Beta | | |
| (Constant) | -.779 | .583 | | -1.336 | .187 |
| Client Satisfaction | 1.186*** | .153 | .714 | 7.762 | .000 |
| R Square | .509 | | | | |
| Adjusted R Square | .501 | | | | |
| F value | 60.243*** | | | | |

Source: Survey Data, 2022

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

According to Table (4.8), since the value of adjusted R square is 0.501, it can be concluded that this specified model can explain 50.1% of variation of behavioral intention which is predicted by client satisfaction. As overall significance of the model, F value is highly significant at 1 percent level, this model can be said valid.

Client satisfaction variable has the expected positive sign, and the coefficient of the variable is strongly significant at 1 percent level. The positive relationship means that the increase in client satisfaction will lead to more behavioral intention of clients towards Big T Event Management Company. Clients have intention to continue using service from BIG T. In addition, they always say positive things and recommend BIG T Event Management Company when friends search Event Company. The result shows that a unit increase in client satisfaction variable will also results in 1.186 increase in behavioral intention for Big T event.

CHAPTER 5

CONCLUSION

This chapter is conclusion of findings and discussions, suggestions and recommendations and limitations and needs for further research of the study. This study is based on the influencing factors on client satisfaction and the effect of satisfaction on behavioral intention of clients in BIG T Event Management Company. Suggestion and recommendation are based on the result of the finding and need for further research to get more understanding of this research.

5.1 Findings and Discussions

This study is thoroughly done by collecting structured questionnaires from 60 clients of BIG T Event Management Company. Regression analysis is used to determine the effect of competitive priorities on client satisfaction and behavioral intention.

It is found that the clients are satisfied with BIG T Company price of service and they get value for their money. The respondents acknowledge that BIG T offers quality service because BIG T Event Management Company are committed to providing quality service that meets the needs of all their clients. In addition, clients state that BIG T arranges the events according to the arrangements. Therefore, clients are satisfied with the customized event services and on time delivery of BIG T Event Management Company.

Among four competitive priorities, delivery and flexibility have significant effects on client satisfaction. Among these two, flexibility is the main determinant factor on customer satisfaction. According to the regression result, if there are more flexibility offered by BIG T Event Management Company, clients will be more satisfied. Therefore, BIG T Event Management Company offers standard and customized packages to meet the desire of the clients. Company deals with many suppliers and third parties so that it can provide service to client whenever they want. In addition, the company gives suggestions and recommendations according to the event types of clients.

According to the regression result, if there are faster and more accurate delivery, there will be more client satisfaction since customers want reliable service for their events. Sometimes, clients do not have much time to arrange the events. Therefore, they

find the service company that can provide the fast customized service. BIG T always contacts with many suppliers and third parties to provide the events as planned and has backup plans for emergencies. Therefore, customers always get the exact date and time for their events.

Regression result shows that client satisfaction has a direct positive effect on behavioral intention of the customers. It is found that respondents are satisfied the customized event service from BIG T. Furthermore, respondents agree that BIG T can arrange events according to the expectations of the clients. Therefore, they always express about the positive points of BIG T Company. Moreover, they recommend BIG T Event Management Company whenever somebody need information for their events.

5.2 Suggestions and Recommendations

BIG T Event Management Company can improve the client satisfaction and behavioral intention of the clients if it can improve its competitive priorities based on the findings. BIG T Company should first try to improve flexibility dimension as it mainly affects on satisfaction of the clients. While events have always demanded flexibility, the pandemic has exacerbated the need to be adaptable and innovative. As event Management Company, BIG T Company should focus a sense of flexibility in order to adapt to rapidly changing circumstances by monitoring the latest trends and technology at the foreign countries and creating innovative event plans. In addition, the company should train employees to have knowledge relating to all kinds of events so that employees can give more suggestions and recommendations to the clients. BIG T Company should also develop a strong vendor network that enables event managers to create more customized events. By doing the above suggestions, BIG T Company can give more values to its customers.

Time management is a vital skill for any event planner – knowing how much time to allot to each project and how to schedule related tasks is paramount. For delivery dimension, BIG T Event Company should give time management trainings to its employees so that employees at all levels can perform well to meet the target date. Every event, no matter how simple or complex, requires detailed planning and organization. Therefore, BIG T should plan every details and not to be overlooked for anything by assigning the experienced event coordinators and supervisors for every phase. Moreover,

BIG T should find the reliable third parties and suppliers as many as possible in order to deliver the service as expected.

Finally, BIG T Company should conduct a post-event survey to learn whether clients enjoyed about the event, and where company has room to improve. BIG T should also monitor the products and services of competitors as well so that the company will not lag behind the competitors. By doing this survey, the company can improve its service to raise the client satisfaction and behavioral intention such as repeated purchase and recommendations to others etc.

5.3 Needs for Further Research

This study is focused and analyzed only on competitive priorities used by BIG T Event Management Company. It does not cover the marketing factors and personality traits of the clients. Therefore, further studies should pay attention to marketing factors and personality traits that can affect on the client satisfaction and behavioral intention. Current study does not cover the other event management companies that apply competitive priorities in different ways. Therefore, further researchers should study the competitor priorities of other event management companies in Myanmar. Then, the further study will cover the competitive priorities, marketing factors and personality traits of the clients of whole event management industry in Myanmar.

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APPENDIX A

Dear Participants,

I am a student from MBA program at Yangon University of Economics, Department of Management Studies. This research will emphasize on the impact of Competitive Priorities toward client satisfaction of BIG T Event Management Company and the relationship between client satisfaction and behavioral intention. I would like to request you to choose your help this questionnaire at your surplus time. Thanks a million for your participation.

SECTION A: BACKGROUND INFORMATION

1. Kindly tick as applicable to indicate your age category.
 - Under 30 years
 - 31-40 years
 - 41-50 years
 - Over 50 years
2. What is your gender (Kindly tick as appropriate)
 - Male
 - Female
3. Kindly tick your highest level of education attained.
 - Graduate
 - Master Degree
 - Other
4. Kindly tick your type of Business.
 - Manufacturing
 - Trading
 - Services
 - Other
5. Kindly tick your business position.
 - Business Owner
 - Managing Director
 - Manager
 - Other

6. How long have you been a customer of this event management company?

- Less than 1 year
- 1-2 years
- Over 2 years

SECTION B: OPERATIONS STRATEGIES

7. To what extent do you agree with the following statements regarding **cost** use a scale of 1 to 5 where 1 = Strongly Disagree, 2 = Disagree, 3 =Neutral, 4 = Agree and 5 = Strongly Agree.

| No. | Statements | 1 | 2 | 3 | 4 | 5 |
|-----|---|---|---|---|---|---|
| 1 | BIG T Event Management Company has a variety of cost differentiated services. | | | | | |
| 2 | Customers of BIG T Event Management Company get value for their money. | | | | | |
| 3 | Prices of BIG T Event Management Company services are pocket friendly. | | | | | |
| 4 | The level of service and cost of service of BIG T Event Management Company is consistent with what customers requires and can afford. | | | | | |
| 5 | BIG T Even Management Company prices are appropriate to the service offered. | | | | | |

8. To what extent do you agree with the following statements regarding **quality** use a scale of 1 to 5 where 1 = Strongly Disagree, 2 = Disagree, 3 =Neutral, 4 = Agree and 5 = Strongly Agree.

| No. | Statements | 1 | 2 | 3 | 4 | 5 |
|-----|--|---|---|---|---|---|
| 1 | Employees of BIG T Event Management Company give customers personal attention. | | | | | |

| | | | | | | |
|---|---|--|--|--|--|--|
| 2 | BIG T Event Management Company understand the needs of their customers and well trained. | | | | | |
| 3 | BIG T Event Management Company provides services as promised at the promised time. | | | | | |
| 4 | BIG T Event Management Company employees are readily available to answer questions and concerns of customers. | | | | | |
| 5 | Employees of BIG T Event Management Company are making a positive contribution to my event. | | | | | |

9. To what extent do you agree with the following statements regarding **Delivery/Time** use a scale of 1 to 5 where 1 = Strongly Disagree, 2 = Disagree, 3 =Neutral, 4 = Agree and 5 = Strongly Agree.

| No. | Statements | 1 | 2 | 3 | 4 | 5 |
|-----|--|---|---|---|---|---|
| 1 | BIG T Event Management Company provides services at the promised time. | | | | | |
| 2 | BIG T Event Management Company ensure their event setting deadlines and everything are done on time. | | | | | |
| 3 | BIG T Event Management Company manage time effectively comes with practice. | | | | | |
| 4 | BIG T Event Management Company always respond to problems very quickly. | | | | | |
| 5 | BIG T Event Management Company ensure prompt provision of their services. | | | | | |

10. To what extent do you agree with the following statements regarding **Flexibility** use a scale of 1 to 5 where 1 = Strongly Disagree, 2 = Disagree, 3 =Neutral, 4 = Agree and 5 = Strongly Agree.

| No. | Statements | 1 | 2 | 3 | 4 | 5 |
|-----|--|---|---|---|---|---|
| 1 | BIG T Event Management Company are reachable anytime one want | | | | | |
| 2 | BIG T Event Management Company offer a wide variety of services to choose from | | | | | |
| 3 | BIG T Event Management Company operating hours are convenient to all customers | | | | | |
| 4 | Employees of BIG T Event Management Company are able to understand and solve my specific needs | | | | | |
| 5 | BIG T Event Management Company are able to adapt quickly to the turbulent business environment | | | | | |

SECTION C: CLIENT SATISFACTION

11. To what extent do you agree with the following statements regarding **Client Satisfaction** use a scale of 1 to 5 where 1 = Strongly Disagree, 2 = Disagree, 3 =Neutral, 4 = Agree and 5 = Strongly Agree.

| No. | Statements | 1 | 2 | 3 | 4 | 5 |
|-----|---|---|---|---|---|---|
| 1 | Employees of BIG T Event Management Company really have client satisfaction in heart. | | | | | |
| 2 | Pricing of BIG T Event Management Company services is reasonable. | | | | | |
| 3 | The equipment and decoration materials which used in our event are good. | | | | | |
| 4 | The delivered service was provided as promised. | | | | | |

| | | | | | | |
|----|---|--|--|--|--|--|
| 5 | Employees of BIG T Event Management Company respond to my inquires in a timely manner. | | | | | |
| 6 | BIG T Event Management Company employees are flexible enough no matter how often the plan is changed. | | | | | |
| 7 | I am happy with BIG T Event Management Company in overall services. | | | | | |
| 8 | I will continue purchasing services of this Event Management Company. | | | | | |
| 9 | BIG T Event Management Company meets my expectations. | | | | | |
| 10 | BIG T Event Management Company take immediate action and problem-solving skill whenever I do the last-minute request. | | | | | |

SECTION D: BEHAVIORAL INTENTION

12. To what extent do you agree with the following statements regarding **Behavioral Intention** use a scale of 1 to 5 where 1 = Strongly Disagree, 2 = Disagree, 3 =Neutral, 4 = Agree and 5 = Strongly Agree.

| No. | Statements | 1 | 2 | 3 | 4 | 5 |
|-----|--|---|---|---|---|---|
| 1 | I intend to continue with BIG T Event Management Company service in the future. | | | | | |
| 2 | I hope my relationship with BIG T Event Management Company will be long-lasting. | | | | | |
| 3 | I intend to work with employees of BIG T Event Management Company again. | | | | | |
| 4 | I would be happy with the products and services of BIG T Event Management. | | | | | |
| 5 | In the past, I have recommended BIG T Event Management Company that I used. | | | | | |

| | | | | | | |
|----|---|--|--|--|--|--|
| 6 | I would recommend BIG T Event Management Company to anybody who asked me. | | | | | |
| 7 | Whenever I get the opportunity, I tell my friends and colleagues how satisfied I am with BIG T Event Management Company services. | | | | | |
| 8 | Even if other providers offered me lower prices, I would continue as a customer of this firm. | | | | | |
| 9 | I would accept a reasonable price rise because the services of BIG T Event Management provide match my expectations. | | | | | |
| 10 | I am willing to use BIG T Event Management services even if the price is more increased than before. | | | | | |

APPENDIX B

Analysis on Effect of Competitive Priorities on Client Satisfaction

Descriptive Statistics

Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .967 ^a | .936 | .931 | .08196 |

a. Predictors: (Constant), Cost Mean, Quality Mean, Delivery Mean, Flexibility Mean

ANOVA^a

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|----|-------------|---------|-------------------|
| 1 | Regression | 5.390 | 4 | 1.347 | 200.609 | .000 ^b |
| | Residual | .369 | 55 | .007 | | |
| | Total | 5.759 | 59 | | | |

a. Dependent Variable: Client Satisfaction Mean

b. Predictors: (Constant), Cost Mean, Quality Mean, Delivery Mean, Flexibility Mean

Coefficients^a

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|-------|------------------|-----------------------------|------------|---------------------------|-------|------|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | .923 | .134 | | 6.882 | .000 |
| | Cost Mean | .002 | .085 | .002 | .025 | .980 |
| | Quality Mean | -.010 | .046 | -.015 | -.225 | .823 |
| | Delivery Mean | .182 | .036 | .291 | 5.074 | .000 |
| | Flexibility Mean | .589 | .079 | .770 | 7.489 | .000 |

a. Dependent Variable: Client Satisfaction Mean

Analysis on Effect of Client Satisfaction on Behavioral Intention of Clients

Descriptive Statistics

Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .714 ^a | .509 | .501 | .36685 |

a. Predictors: (Constant), Client Satisfaction Mean

ANOVA^a

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|----|-------------|--------|-------------------|
| 1 | Regression | 8.108 | 1 | 8.108 | 60.243 | .000 ^b |
| | Residual | 7.806 | 58 | .135 | | |
| | Total | 15.913 | 59 | | | |

a. Dependent Variable: Behavioral Intention Mean

b. Predictors: (Constant), Client Satisfaction Mean

Coefficients^a

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|-------|----------------------------|-----------------------------|------------|---------------------------|--------|------|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | -.779 | .583 | | -1.336 | .187 |
| | Customer Satisfaction Mean | 1.186 | .153 | .714 | 7.762 | .000 |

a. Dependent Variable: Behavioral Intention Mean