



**Impact of Service Convenience in the Beauty Care Service
Industry: A Study on the High End Parlors**

M.Phil Thesis (Session 2013-2014)

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LETTER OF TRANSMITTAL

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Dr. Razia Begum

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Subject: Submission of M.Phil Thesis.

Dear Madam,

With due respect, I am very pleased to enclose herewith the M.Phil Thesis on **Impact of Service Convenience in the Beauty Care Service Industry: A Study on the High End Parlors**, to fulfill the requirement of M.Phil degree under your supervision. It has been a worthwhile experience for me undertaking such a study work to get exposure to the Beauty Care Service Industry.

I have tried my best to prepare a quality thesis by providing my best effort, covering all the aspects regarding the subject matter and satisfying the academic requirements. In my study, I have tried to reflect impact of Service Convenience in Service Satisfaction and Service Loyalty. I have used both primary and secondary data and have tried to prepare the report according to your instructions. I also confess that this study has some limitations and I hope that you will be kind enough to consider the limitations of this report.

I would like to thank you for your encouragement and support which inspired me to work enthusiastically. It would be my pleasure to respond to any of your inquiry regarding the thesis and hope that you would be kind enough to accept my M.Phil Thesis.

Sincerely Yours,

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LETTER OF AUTHORIZATION

This is to certify and pleased to declare that **Ms. Parisa Islam** has been given with the title of **Impact of Service Convenience in the Beauty Care Service Industry: A Study on the High End Parlors**, for preparing the M.Phil Thesis. She has reviewed all the relevant literature and collected both primary and secondary data. I have supervised her throughout the preparation of the report.

I also certify that the report is an original one and has not been submitted elsewhere previously for publication in any form. She delivered the report in full and as per the agreed parameters. She was found to be sincere and hard working while delivering her report.

I wish her every success in her future endeavors.

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ABSTRACT

Women and beauty have always been correlated. Resembling the thought, the beauty care service sector is one of the booming industries of Bangladesh. Keeping that on mind, this research aims to explore the influence of service convenience on consumer satisfaction and loyalty, identify if consumer characteristics play significant role in shaping consumer satisfaction driven by service convenience and explore the role of consumer satisfaction in determining the influence of service convenience on service loyalty.

In this research, both primary and secondary data has been used. Primary data has been collected through face-to-face interview, In-depth Interview and Focus group Discussion. Secondary data has been collected from relevant articles, books, journals and websites. A total 384 samples were taken for questionnaire survey. The respondents have been picked from 64 parlors in 26 different location of Dhaka City using mall interception techniques. Advance statistical tools are used to test the hypothesis.

The demographic characteristics of the respondents show that most of the clients of the beauty parlors are young and they belong to the 18-34 age groups. As per educational level, most of them are graduates, while profession wise, students and service holders dominated most. Some of these clients visit several parlors to try different services. Word-of-mouth and social media are the main means of communication for them.

The findings show that the dimensions representing the service convenience construct and the service loyalty are significant on their own for beauty care sector. Results shows, four out of five service convenience measures have significant effect on customer satisfaction. Decision, benefit and post-benefit conveniences have the strongest effect on the satisfaction construct. Among these, benefit convenience is found to have strong relationship with customer satisfaction. Transaction convenience has no effect on customer satisfaction. The study found that consumer satisfaction mediates the relationship between service convenience and service loyalty, in beauty care sector of Bangladesh. It is evident that consumer characteristics like age and profession moderates the relationship between SERVCON and customer satisfaction while education, has no moderating effect on that relationship.

Two case studies, included in this thesis, reflect the real life scenario of the parlor business, its challenges and prospects. Several future research propositions was suggested based on the results of this current study that would provide further opportunity to extend studies on service convenience and its consequences.

Key words: Service Convenience, Service Satisfaction and Loyalty, Beauty Care Service Industry, Beauty Parlor Bangladesh

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Acronyms and Abbreviation

Abbreviation	Elaboration
SERVCON	Service Convenience
DCON	Decision Convenience
ACON	Access Convenience
TCON	Transaction Convenience
BCON	Benefit Convenience
PCON	Post-benefit Convenience
SS	Service Satisfaction
SL	Service Loyalty

1.0 Introduction

Beauty has its universal appeal and significant influence in every phase of our life. Beauty care practices could be trailed back to the old time, though it was limited to homemade remedies and techniques only. Commercialization of beauty care services through beauty parlor was revolutionary idea for women both in terms of social and economic perspective. Though beauty and business seems to be contrasting terms, a growing interrelation is found between these two concepts. Today, beauty care service becomes a big business, which can contribute to an economy significantly (Peiss 2000). Apart from generating awareness among beauty conscious women, the industry is generating employment for women as well. In Bangladesh, from 70's till now, this industry has made a significant growth and changes social dynamics. Thus beauty care service industry has come to a limelight and subject to study.

1.1 Background of the Study:

Beauty is always considered as an important attribute for females. From the ancient time till now, we can trace many descriptions of beauty and beauty care practices in the poetry, literature and arts (Peiss 2000). At the social level, physical beauty is an advantage and being beautiful gives a person much more confidence (Young 2011). Previously, women in Bangladesh used to maintain these beautification practices as in-house (domestic) activities. Many of us have their own home remedy for beauty problems inherited by generation to generation. As globalization intensifies, the concept of beauty and the necessity of being beautiful have gone through an evolutionary change. Now women give more emphasis on their beauty and health issues. They tend to spend more time, energy and money on beautification by visiting beauty parlors or salons (Schwer & Daneshvary 2000; Joy, Sherry, Troilo & Deschenes 2010). Since women are busy now a day, they opt more to visit beauty parlor for their beauty solution, mainly because of time convenience. Thousands of beauty-care service providers or beauty parlors/salons have sprung up all over the country in the last decade (Akter 2008, Akter 2009). Large scale production, global distribution networks, extensive advertisement efforts, scientific marketing and sales at a large scale, all these have contributed to the emergence of beauty as an industry (Peiss 2000). Bangladesh, a South Asian developing country is no exception from this.

Personal care industry is now a USD 10 billion plus industry in Bangladesh, providing employment for an estimated 100,000 women (Akter, 2009). Thousands of beauty-care service providers or beauty parlors/salons have sprung up all over the country in the last decade (Akter, 2009; Akter, 2008). The reason for the sector's growth was the increased beauty consciousness among men and women that instigated a desire to take care of one's appearance, even among the middle class. At the same time the number of working women started to increase and that gave women more liberty to spend their own money. Moreover appearance, smartness and style of working women are considered vital for their success in addition to qualification. We can also see the competition among all levels of beauty salons is also very fierce. This new generation of beauticians has turned the hobby of homemakers into a profession (Parveen, 2006). As a result, there are over 2,000 registered parlors and salons across the country (Rahman, 2010). Most town and cities now have far more salons than their communities can support.

The growing importance and demand of beauty care vigorously raised the question of service convenience, service quality and service loyalty. According to Kumar et al. (2009) high quality of service can result in high customer satisfaction and increases customer loyalty. As beauty care is a kind of personal service, ensuring service quality is challenging yet unavoidable need for the customers. But along with the quality, the time constrained customers also seek for convenience. This rising concentration on time and effort saving consumption culture is the illustration of consumers' preference for convenience. Consumers seem to be more inclined to the products and services which are easily accessible, time and energy-saving and frustration reducing. Studies, (Colwell et al., 2008, Chang et al. 2010) revealed that the service convenience influence customer satisfaction which, in turn, affects customer loyalty. So, the issue of service convenience becomes a significant criterion for the beauty industry.

Satisfaction and Loyalty of the consumers towards a category of service can result in long-term patronage and other behavioral and psychological responses to the service. Depending on the varying nature of services, when consumers use convenience as one of the precursor of service satisfaction and service loyalty, the situation might be different across the service categories. It is particularly significant since the convenience, as a broad measure of service production and delivery, is found to be reflected by the presence of a set of sub-dimensions.

Though, it cannot be generalized that the prospective relationship between service convenience and service loyalty would be somewhat similar for consumers with differing characteristics (i.e. age, education, profession). Thus, the present study focuses on the interrelationship between the service convenience, service satisfaction and service loyalty in which consumer characteristics might play moderating role.

1.2 Problem Identification:

With the growing importance of physical beauty and attractiveness, beauty parlors and spas are mushrooming up in Bangladesh (Star Lifestyle 2009). There are over 2,000 parlors and salons across the country (Rahman 2010). Now women from the age group of 18-40 visit beauty salons and spas for beauty and health care services (Pritom 2009). Study (Zahid, 2007) found that 88.3 percent women of “upper” socioeconomic class (having a gross monthly income from Tk. 50,000) in Dhaka have the habit of going to beauty parlors regularly. With the clientele becoming increasingly well-informed, the beauty-care industry in Bangladesh is under pressure to raise the quality and convenience of its services. Yet, the beauty-care sector remained almost unexplored in Bangladesh in terms of research and study.

So far, in Bangladesh, researches on beauty service care were limited to exploring the following issues –

- Beautification of male clients, their customer group, and selection criteria of the salon (Khan & Tabassum, 2012)
- Service quality and customer satisfaction level of women’s parlors (Khan & Tabassum, 2010)
- Decision Criterion for Choosing Beauty Parlor and Salon: A Marketing Communication Perspective (Shahbazi & Akareem, 2013)
- Job Satisfaction of indigenous women, working in the beauty parlors (Ahmed et al. 2014).
- Problems and Prospects of Women Entrepreneurs of Beauty Parlor Business in Bangladesh (Alam & Kabir, 2015).

Though Service Convenience is getting its focus day by day, it is evident that there is no such research related to Service Convenience of Beauty Care Industry of Bangladesh.

Service convenience facilitates the sale of goods as well as the sale of services. Virtually all organizations create value for consumers through performances and convenience is an important consideration for most consumers, it follows that understanding service convenience better is useful. The extant convenience literature offers little explicit discussion of service convenience. As long as service convenience is concern, we found the closest research reference in retail sector. Rahman & Khan (2014) have investigated the effect of service convenience on service loyalty in the super shops. But then again no such investigation has been done in an important industry like - beauty care service.

1.3 Research Gap:

So, a research gap is clearly visible. There is no sufficient information on consumer's perspective regarding service convenience in this beauty care service industry. That limits the ability to reach a conclusion for any question related to the field. There is no such study that can indicate the interconnectivity of service convenience with customer satisfaction and customer loyalty. Also we do not know whether the demographic characteristics have any moderating effect on this inter relationship. Hence, this research could be considered as a base of having these insights that could help developing the beauty care service industry.

1.4 Objectives of the Study:

The objectives of the present study are:

- To explore the influence of service convenience on consumer satisfaction and loyalty in the context of beauty care industry of Bangladesh.
- To identify if consumer characteristics play significant role in shaping consumer satisfaction driven by service convenience.
- To explore the role consumer satisfaction in determining the influence of service convenience on service loyalty.

1.5 Research Questions:

The present study gives rise to some questions. Such as-

- Does beauty care consumers' perception about service convenience influence their satisfaction and service loyalty?
- Do consumers' demographic profile characteristics moderate the relationship between their perception about service convenience and satisfaction?
- Is there any intervening effect of beauty care consumers' satisfaction on the relationship between their perception about service convenience and service loyalty?

1.6 Hypotheses of the Study:

H1: Service convenience has significant positive influence on consumer satisfaction.

H1a: Decision convenience has significant positive influence on consumer satisfaction.

H1b: Access convenience has significant positive influence on consumer satisfaction.

H1c: Transaction convenience has significant positive influence on consumer satisfaction.

H1d: Benefit convenience has significant positive influence on consumer satisfaction.

H1e: Post-benefit convenience has significant positive influence on consumer satisfaction.

H2: Service convenience has significant positive influence on service loyalty.

H3: Consumers' age, education and profession moderates the relationship between service convenience and their satisfaction.

H4: Consumers' satisfaction mediates the relationship between service convenience and service loyalty.

1.7 Structure of the Study:

The thesis is composed in ten chapters. The first chapter is the introduction, where the background of the study is discussed along with the problem identification, research gap, research objective, research questions and hypothesis. The Second Chapter is Literature Review. This chapter describes the previous study in this relevant field and their contribution to the construct. It also adds insights regarding the theoretical framework of the study.

In the Third Chapter, the methodology of the study is described. It explained the details of data type, sample plan, sampling procedure; instruments used for data collection, analysis techniques etc. The Fourth Chapter is about Beauty Care Service Industry Analysis. This chapter comprises of the discussion regarding history of the industry, current trend, major players, consumer behavior, service mix scenario, SWOT Analysis etc.

The Fifth Chapter discussed the Socio-economic impact of Beauty Care Service Industry in Bangladesh. The discussion includes Socio-Economy, Cultural, Technology, and Government Regulation etc. In the Sixth Chapter, the results of statistical analysis and their interpretations were present. The main findings of the study are discussed here. The Seventh Chapter includes two case studies of high end beauty Parlors of Dhaka. It will help to understand the real life scenario of the industry. The Eighth Chapter consists of the Conclusion part, while the Ninth chapter contains Recommendations. The Tenth Chapter discussed the Academic and Managerial Implication of the Study.

2.0 Introduction:

In this chapter, the previous work related to the topic is discussed. The review has been done keeping two aspects on consideration. One is the previous work associated with the construct of service convenience, service satisfaction and service loyalty and another is research related to the beauty care service sector of Bangladesh. These discussions would build the base for this study and help to comprehend the significance of the research. To further facilitate better understanding, this chapter also presents the theoretical framework that is considered to be relevant for the study

2.1 Service Convenience Satisfaction and Loyalty

Convenience can be perceived as the state of being able to proceed with something without difficulty. The concept of “Convenience” has been researched widely in the consumer behavior literature with particular attention to the convenience related to the consumption of physical goods (Copeland, 1923; Murphy & Enis, 1986; Anderson & Shugan, 1991). The rising concentration on time and effort saving consumption culture is the illustration of consumers’ preference for convenience. Prior studies on convenience either concentrated on the conceptual development or defined and differentiated convenience and convenience-centered consumers in relation to physical product consumption and service consumption (Kelley, 1958; Anderson, 1971; Anderson, 1972; Berry, Seiders & Grewal, 2002; Farquhar & Rowley, 2009).

Kelly (1958) conceptualized convenience as the blend of spatial, temporal, social, and esthetic dimensions. In an effort to establish consumers’ convenience-oriented typologies across socio-economic strata, Anderson (1971) suggested that the consumers’ family life cycle and socio-economic status, among other, play significant role in convenience-orientation. Consumers’ desire to complete a task spending less time and effort in relation to consumption convenience has been found to reduce the non-monetary cost of a product (Kotler and Zaltman, 1971). It is also stressed that the convenience-centered consumption helps consumers to have additional time and energy that they can use elsewhere (Anderson, 1971; Anderson, 1972). Several earlier studies have indicated that the convenience is a consumption strategy and consumers seek to complete a given task within a shortest

possible time (Yale and Venkatesh, 1986; Morganosky, 1986). Convenience may vary according to the situation and along with the characteristics of the consumers. Brown (1990) suggested that the convenience should be considered as multidimensional construct and the demand for convenience is situational. It is also found that the time and effort costs are inversely related to the consumers' perceptions of service convenience (Kumar, Kalwani, & Dada, 1997). It means that if a customer needs to wait a longer time to receive a service, he or she will perceive the service as less convenient.

Like many other concepts of services marketing, convenience is seen as a context-driven concept. Much of this debate concentrated on the issues such as time and effort which, according to these previous studies, define the perimeter of the convenience construct. Berry, Seiders, and Grewal (2002) posited that the "Convenience" dimension specifically refers to a consumer's preference towards goods and services. According to Berry et al. (2002), some areas of convenience construct are specific to the physical goods and these aspects help to reduce the consumers' time and effort needed for the consumption. A multidimensional conceptualization of the convenience construct is the service convenience that principally deals with a number of dimensions related to the consumers' time, and effort perceptions. The service convenience has been conceptualized as the "...consumers' time and effort perceptions related to buying and using a service" (Berry et al., 2002; p.1).

However, Berry et. al (2002) conceptualized the service convenience with five distinct dimensions and these dimensions have been validated later by Seiders, Voss, Godfrey, and Grewal (2007). The later study defined this service convenience scale as SERVCON in which early definitional paradigm related to decision, access, transaction, benefit, and post-benefit conveniences has been confirmed. The decision convenience has been defined as the consumers' time and effort costs associated with the decision to purchase and use a service (Berry et al., 2002). The consumers' time and effort cost related to the initiation of the service delivery is the access convenience. According to Berry et al. (2002), access convenience is more complex for inseparable services. Transaction convenience is seen as the consumers' time and effort cost involved in finalizing the transaction. This can include (but not limited to) fast payment procedure at the service setting. Benefit convenience deals with the experiences that a consumer encounter while receiving the core benefits of a service. However, the aspects of the benefit convenience have been found to vary across different services (Berry et al., 2002; Seiders et al., 2007). A consumer might have a need

for maintenance, post-purchase support, or exchange following a service transaction. Post-benefit convenience is related to such situations in which customers may indicate that their investment of time and effort is worthwhile if the service firm reacts quickly following any post-purchase issue (i.e. maintenance).

Subsequent researches either used this model to identify antecedents and consequences of service convenience or to revisit the convenience so that other service-related developments can be offered as future research avenues. Several studies established the understanding of the influence of convenience on customer evaluation and purchase behavior (Rust, Lemon, & Zeithaml, 2004; Seiders, Voss, Grewal, & Godfrey, 2005). Colwell et al. (2008) identified that service convenience act as a predictor of customer satisfaction.

In a later study, Seiders et al. (2007) defined service convenience as a second-order, five dimensional construct which has been found to be influenced by competitive intensity, product category involvement, and product return experience among others. This particular study by Seiders et al. (2007) stretched the consequences of service convenience into categories such as behavioral intentions, repurchase visits, and repurchase spending. In a recent study, Colwell et al. (2008) revealed that the service convenience is a predictor of customer satisfaction. The study applied the five dimensions of service convenience as proposed by Berry et al. (2002) and investigated the relationship between the service convenience constructs and satisfaction in the context personal cellular phone and internet usage. Similar relationship has been established by Chang et al. (2010) in their study on the effect of service convenience on the post-purchase behaviors. Chang et al. (2010) indicated that service convenience influence customer satisfaction which, in turn, affects customer loyalty. In addition, this study demonstrated that the perceived service guarantee strength moderates the relationships between service convenience and customer satisfaction and, thus, subsequent customer loyalty. Thuy (2011) used the dimensions of service convenience in order to examine its effect on customer satisfaction through direct and indirect paths in which service quality has been revealed as an intermediate construct between service convenience and customer satisfaction. However, the study missed out the consequences of customer satisfaction that resulted from the service convenience construct. Even though these recent studies addressed the consequences of service convenience, but there is a lack of research on how service convenience might influence service loyalty in the context of retail service industry.

Satisfaction is the consumer's fulfillment response. It is a judgment that a product or service feature or the product or service itself, provides a pleasurable level of consumption related fulfillment. In other words, satisfaction is the customers' evaluation of a product or services in terms of whether that product or service has met their needs and expectations (Zeithaml et al., 2006). Failure to meet needs and expectations is assumed to result in dissatisfaction with the product or service. Increasing level of customer satisfaction often leads to customer loyalty and profit.

Customer loyalty has been defined as the strength of relationship between a consumer's relative attitude and patronage behavior whether this behavior is formed and directed towards a brand, service, store, or vendor (Dick & Basu, 1994). Customer loyalty indicates the extent to which customers are devoted to a company's products or services and how strong is their tendency to select one brand over the competition.

Loyalty represents the behavior that drives consumers toward a specific brand, creates strong preference and ensures repeat purchases (Rahman & Khan, 2014). Zeithaml, Berry and Parasuraman (1996) proposed, in a previous study, that service quality influences consumers' behavioral intentions both favorable and unfavorable where remaining loyal is considered to be one of the components of favorable behavioral intentions. While explaining the satisfaction-loyalty relationship, Oliver (1999) mentioned that satisfaction is a necessary precursor of loyalty even though it may vary depending on the nature of product, consumers' personal fortitude, and social bonding. Bloemer et al. (1999), in a study of perceived service quality and service loyalty, identified four distinct dimensions of service loyalty that include purchase intentions, word-of-mouth communication, price sensitivity, and complaining behavior. However, this study resulted in eight consumer responses under behavioral and attitudinal/cognitive dimensions (Jones & Taylor, 2007). These eight dimensions include repurchase intentions, switching intentions, exclusive intentions, strength of preference, advocacy, altruism, willingness to pay more, and identification (Jones & Taylor, 2007).

2.2 Beauty Care Services

The early age studies regarding beauty, mostly emphasis on the benefits of being beautiful. Researchers found that physically attractive people usually income more compared to the less attractive people (Hamermesh & Biddle 1994; Frieze, Ohlson & Russell 1991). Moreover the organizations tend to earn more revenue if they hire physically attractive employees (Bosman, Pfann, Biddle & Hamermesh (1997). Besides, being attractive can increase the possibility of getting married (Young 2011). The effect of this point view is more popular in the Indian sub-continent context. As a result, beauty care industry in Bangladesh is no more something amateur.

With the growing importance of physical beauty and attractiveness, beauty parlors and spas are mushrooming up in Bangladesh (Star Lifestyle 2009). A beauty salon or beauty parlor is an establishment dealing with cosmetic treatments for men and women. Beauty salons provide generalized services related to skin health, facial aesthetic, foot care, aromatherapy, (i.e., massage, facial, manicure, pedicure, waxing, etc.) — even meditation, oxygen therapy, mud baths, and innumerable other services (Schwer & Daneshvary 2000). In Bangladesh, beauty care industry mostly focuses on two major categories of services, one is personal care including – skin and body care, hair care, messages and therapies and the other one is makeover through hair cut, hair color, makeup and other aesthetic corrections. The now trend of the industry is permanent make up and fitness services, which are part of beautification but needs more medical involvement. Usually, these are high end expensive services.

According to the industry experts, “high-end parlor” can be explained as a parlor that offers specialized services along with regular services equipped with all the modern facilities and this type of parlor sets the beauty trends of the industry. They usually target the high profile beauty conscious customer segments. The high-end parlors offer a variety of beauty care services. These parlors usually consist of several branches and convenient and standard location. They have spacious outlet, furniture, fixtures and modern exterior, interior layout. They offer good environment, trained employee and modern systems and facilities. High end parlors maintain websites, facebook pages and other promotional materials to communicate their services with clientele. To these high end parlors, convenience is an important point to ponder.

Researches in Bangladesh context focused on investigate the customer satisfaction, parlor selection criteria, service quality and gap etc. (Khan & Tabassum, 2010, 2012). Shahbazi & Akareem (2013) explored the decision criterion for choosing beauty parlor and salon from a marketing communication perspective. Other researchers focused more on the social perspectives of this industry. Researches have been found on the job satisfaction of indigenous women, working in the beauty parlors (Ahmed et al. 2014) and Problems and Prospects of Women Entrepreneurs of Beauty Parlor Business in Bangladesh (Alam & Kabir, 2015). These are base study to understand the holistic scenario of the industry. However, no specific study related to Service Convenience and its interconnectivity with service satisfaction and loyalty is conducted so far. That is the interest stem for this research.

2.3 Conceptual Framework for SERVCON

The study is based on a multidimensional service convenience scale, known as SERVCON Model (Berry et al., 2002; Seiders et al., 2007). This model recognized the following five aspects of service convenience –

1. Decision Convenience: It is defined as “consumers’ perceived time and effort expenditure to make service purchase or use decisions.” When consumers recognize the need for a product or a service, they are faced with the decision of choosing an appropriate supplier and market offering from a number of alternatives that exists in the marketplace for which they need to expend time and effort in making the decision.

2. Access Convenience: It is defined as “consumers’ perceived time and effort expenditures to initiate service delivery.” Once the consumer has decided on a service provider and a particular product, initiating access to that service requires personal or technological interaction. Physical location, operating hours, availability in person, telephone or online determine access convenience.

3. Transaction Convenience: It is defined as “consumers’ perceived time and effort expenditures to effect a transaction.” For experiencing the service, an exchange has to happen, i.e., for the promise of service performance by the company, the consumer needs to

give something, usually money. Thus, transaction convenience focuses on the actions needed to be taken by the consumers to secure the right to use or consume the service.

4. Benefit Convenience (BC): It is defined as “consumers’ perceived time and effort expenditures to experience the service’s core benefits.” This varies in importance based on the type of service being consumed. Convenience of such a type results into possession of the acquired service.

5. Post-Benefit Convenience: It is defined as “consumers’ perceived time and effort expenditures when reinitiating contact with a firm after the benefit stage of the service.” This type of convenience involves the need to contact the provider after the sale is complete to initiate service complaints or failures, request maintenance

The measures in this study are based on the multi-item scales. These items are generated from the review of the existing literature and in-depth interview of the industry expert. Initially the service convenience construct is be measured by using 17 items based on the service convenience (SERVCON) scales suggested in several previous studies (Berry et al., 2002; Seiders et al., 2007). A summary of specific measures of service convenience construct and the associated items is shown in Table below.

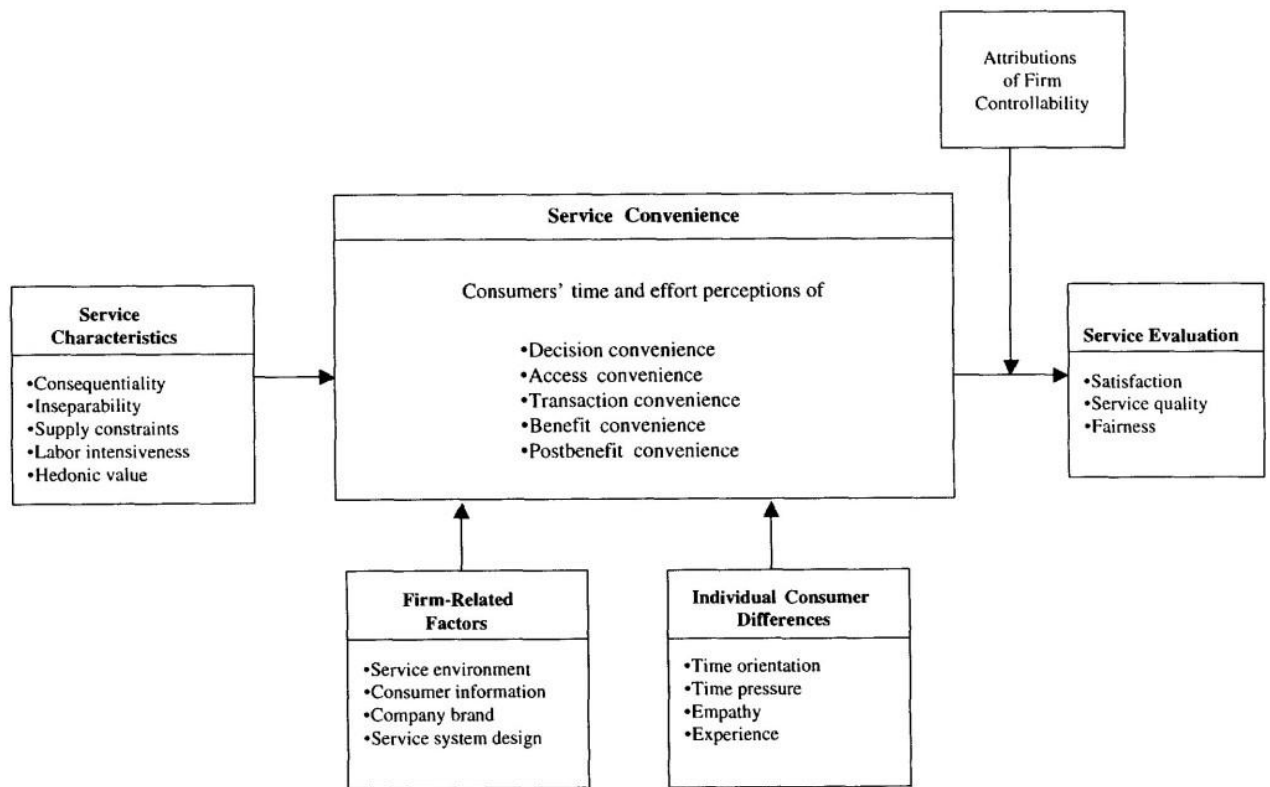
Table 2.1: Measures of service convenience

Service Convenience Measures	No. of Items
Decision Convenience (DCON)	03
Access Convenience (ACON)	04
Transaction Convenience (TCON)	03
Benefit Convenience (BCON)	04
Post-benefit Convenience (PCON)	03

Source: SERVCON Model (Berry et al., 2002; Seiders et al., 2007)

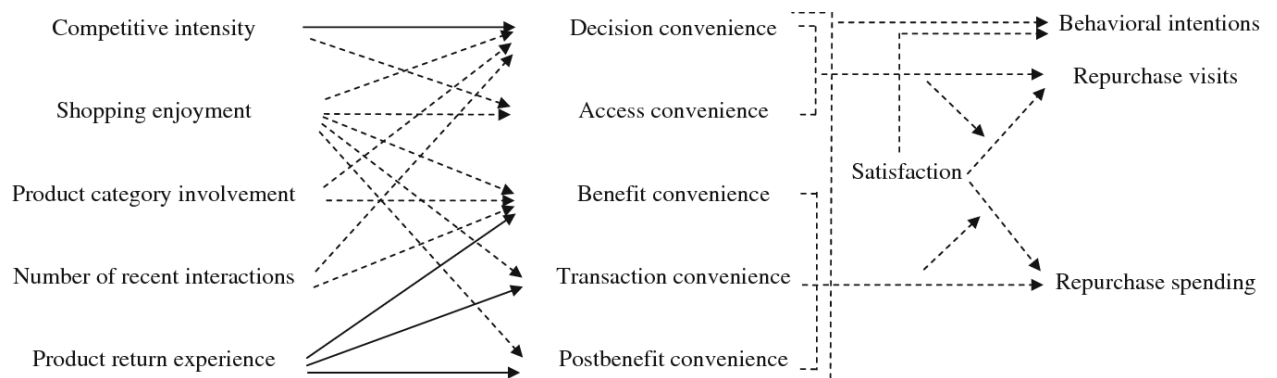
Several Models has been constructed, associating Service convenience in different researches. The following are some portrayals of previous research models.

A Model of Service Convenience



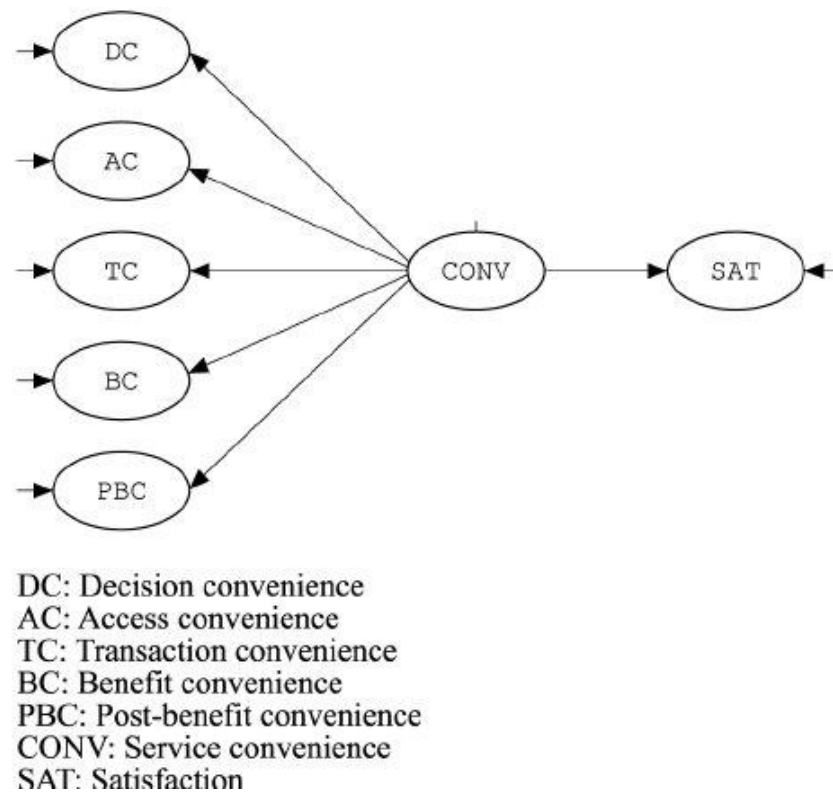
Source: (Berry, et al., 2002)

Figure 2.1: Service Convenience Model



(Source: Seiders et al., 2007)

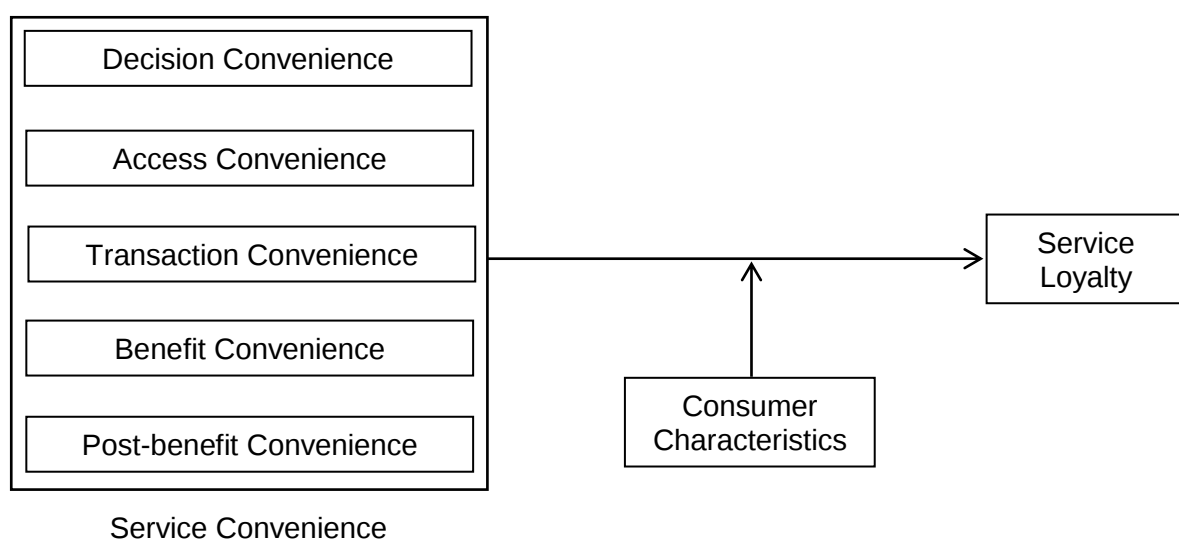
Figure 2.2: Multidimensional service convenience scale



(Source: Colwell et al., 2008)

Figure 2.3: Service Convenience: Multiple-item scale development

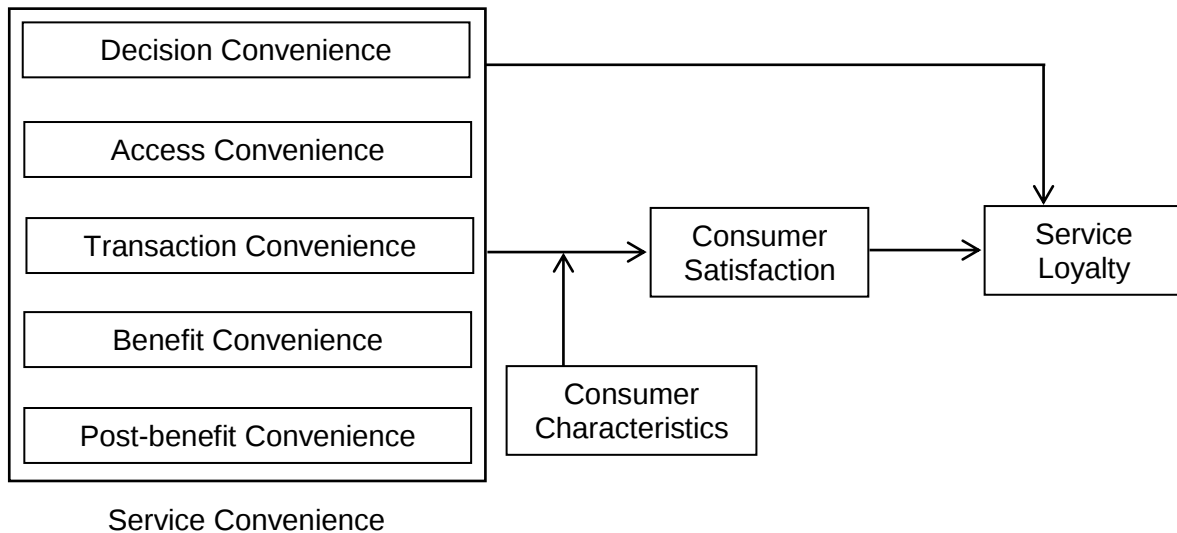
In Bangladesh context the following model was used in the Super Shop context to examine the inter connectivity of service convenience and service loyalty and the moderating effect of consumer characteristics on them.



(Source: Rahman and Khan, 2014)

Figure 2.4: Inter-connectivity of Service Convenience and Service Loyalty

This study tried to find out the relationship of service convenience with consumer satisfaction and service loyalty. It also tried to examine the moderating effect of the consumer characteristics on the interrelation of the service convenience and consumer satisfaction.



Source: Proposed Model to be tested

Figure 2.5: Proposed conceptual framework

This is a new model which initiates exploring the connection between service convenience, satisfaction and loyalty in beauty care service context of Bangladesh.

3.0 Introduction

This chapter mainly represents the research methodology. It explain the nature of the study, the details of data type, sample plan, sampling procedure; instruments used for data collection, analysis techniques and other explanation of the research design.

3.1 Nature of the Study

The research is descriptive in nature; however, it combined both qualitative and quantitative research methods.

3.2 Types of Data and Collection Method:

Both primary and secondary data has been used in this study.

- **Primary Data:**

Two types of primary data are used - quantitative and qualitative. Quantitative data has been collected through structured questionnaire survey and qualitative data from In-depth Interview and Focused Group Discussion (FGDs) with Beauty experts and consumers.

- **Secondary Data:**

The secondary data has been collected from different sources, such as Bangladesh Bureau of Statistics (BBS), Different websites and facebook pages of the parlors and other beauty care organizations as well as academic articles, books, journals, earlier research reports and other relevant published documents.

3.3 Sample Design and Procedure:

3.3.1 Sample Population:

As per the secondary source, the number of existing parlors is around 2000. But as the industry is growing fast, the number is increasing. Among them 20%-30% parlors can be

considered as high end beauty parlors. So, the beauty conscious women who visited these parlors are the population for the study.

3.3.2 Sample Area:

The high end parlors are mainly visible in capital the some other main cities. Because of the consumption characteristics and price issues, the women of the urban and metropolitan area are the target consumer. So this study covers the high end parlors of Dhaka City and its suburb as sample area.

3.3.3 Sample Size:

Though some rough estimation regarding the number of consumers who visited the high end parlors might be found, there is no fixed figure to represent. So by applying the equation of sample size (n), for an unknown or bigger population, at 95% confidence, and a margin of error of 5%, assuming a population proportion of 0.5, we found the sample size to be 384.16.

$$n = \frac{z^2 \times \hat{p}(1-\hat{p})}{\epsilon^2}$$
$$n = \frac{1.96^2 \times 0.5(1-0.5)}{0.05^2} = 384.16$$

Considering the chances of non- responses or partial responses due to various reasons, in this research, a total number of 410 respondents was surveyed. The responses were then analyzed through standard deviation measurement and some engaged responses were deducted. Responses that have the corresponding standard deviation equal to or above 0.50 is considered workable. Finally, a number of 384 data, consists of unengaged responses were taken as sample.

3.3.4 Distribution of Sample:

For the In-depth Interview, Two main beauty experts and two administrative managers and four parlor executives and service providers from high end parlors were chosen. The two main Beauty Experts are Ms. Kaniz Almas Khan, Managing Director, Persona Hair and Beauty Ltd. and Ms. Afroza Parveen, CEO, RED Beauty Parlor. Ms. Nusrat Jabin, Head of HR, Persona Corporate Office, Ms. Nargis Akhter, Free Lance HR Consultant, Beauty

Beyond. The executives and service providers are Ms. Reshma Akhter, Ms. Ratna, Ms. Jui, Ms. Jinia from different parlors.

Tables 3.1: Distribution of respondents for In-depth Interview

Respondents	No. of respondents in Dhaka
Beauty Expert	2
Administrative Manager	2
Parlor Executives and Service Provider	4
Total	8

For the Focus Group Discussion, 3 groups of consumers were taken where each group consist of 8-10 people from different background. Total 25 female participated in the sessions. Participants were from different age group, educational and professional background, who are the target group and clients of the high end parlors.

Tables 3.2: Distribution of respondents for Focus Group Discussion (FGD)

Respondents	No. of Groups	No. of respondents
Consumer of different age group in Dhaka	3	8- 10 in each group
Total	3	25

Total 410 respondents were surveyed among which 384 unengaged responses were used as workable data. They have been picked from 64 parlors in 26 different location of Dhaka City using mall interception techniques.

Tables 3.4: Distribution of Respondents for Survey

Respondents	No. of respondents	
	Total Survey	Workable Data (Unengaged Response)
Consumer of different age group and background	410	384

3.3.5 Sample Procedure:

The non-probability, convenience sampling technique is be used to collect the primary data from the respondents. Mall Interception techniques has been used to find the respondents. The descriptive statistics is used mainly to analyze the collected data. The scales used in this research are tested against reliability.

3.4 Research Instruments:

3.4.1 Structured Questionnaire

A self constructed questionnaire consists of approximately 37 questions will be administrated to collect primary data considering the objectives of the study. The service convenience construct has been measured by using 17 items based on the service convenience (SERVCON) scales suggested in several previous studies (Berry et al., 2002; Seiders et al., 2007). The scale items have been adapted to fit with the specific service category chosen for the current study. Likewise the service satisfaction and service loyalty constructs have been measured based on the investigation of the existing literature. In this case, 3 items have been used to assess service satisfactions and 8 items have been used to assess the different dimensions of consumers' service loyalty. The others are questions related to uses and sources of information. Three consumer characteristics have been identified and used in this study: age, education and profession. Among these, age is considered as natural or biological traits whereas education and profession are acquired trait which is widely used as a marker of individual's skills and perceptual developments. The questionnaire consists of maximum close-ended and a few open ended questions, which were distributed among the female consumers of high end beauty parlors. A five point Likert scale was used where 5 represents highly agree and 1 represents highly disagree. The respondents were personally questioned and the questionnaires were filled in by the interviewer based on the response of the respondents. The detail questionnaire is given in Appendix C.

3.4.2 Information Checklist

In-depth Interviews were conducted directly through experienced persons. Interviews were focused on the issues regarding different variables and dimensions of service convenience. A self-constructed information check list was prepared to take interview.

3.4.3 Discussion Guide

In each FGD, the group was consisted a moderator and eight to ten participants who discussed on topic of service convenience. The moderator introduced the topic and encouraged the members to discuss the subject among themselves. A note taker was there for taking each and every point that was explored by their discussion. A Discussion guide was used for conducting the FGD.

3.5 Data Processing:

Data processing activities are as follows:

Recording of filled in instruments: Each filled in questionnaire was duly recorded in a record book according to interviewer, date of interviews, status of interviews, etc.

Editing of Filled in Questionnaire: Editing is the checking of filled in questionnaire for detecting any error or inconsistency, if any. Each and every filled in questionnaire were checked for error and inconsistency after collecting from field. For serious error, if detected, the questionnaire was re-administered. For open-ended responses the researcher assigned code numbers.

Preparation of data entry format: The data entry format was prepared with the help of SPSS 20, SPSS 24 software. The format took care of the check numbers, which will ensure correct entry of data.

Data entry: According to data entry plan, data from the filled in questionnaires will be entered very carefully. Using some inconsistency check, data entry will be verified.

Data analysis: For quantitative data analysis SPSS 20, SPSS 24 was used. Advanced statistical tools, Multivariate techniques were used for this research. According to the objectives of the present study descriptive statistics, correlation and regression were used.

For examining the mediation effect, process macro analysis was used. The following formula has been used for regression analysis.

$$Y = b_0 + b_1x_1 + b_2x_2 + + b_nx_n$$

Where Y = Dependent Variable(DV)

x_1, x_2, x_n – Independent Variable(IV)

b_0 – intercept

b_1, b_2 – coefficients

n – No. of observations

3.6: Limitations of the Study and Future Research Scope

The results of this study are exposed to several limitations. However, these limitations along with the study findings offer opportunities to suggest directions for future research. One of the limitations of the study is that it investigated the service convenience-service loyalty relationship in the context of high end female parlors only. The scales and the study model can be applied in other service categories before generalizing the results of the study across diverse service categories.

Additionally, the study restricted the selection of the moderator variables within the consumer characteristics only. Firstly, consumers' age, education and profession have been used as the consumer characteristics in this study. Other consumer characteristics such as gender, income, involvement, and variety seeking tendency could also be used to test their likely affect on the service convenience-service loyalty relationship. This also suggests that the future studies can incorporate broader range of consumer characteristics while investigating the relationship between the underlying constructs of the study. Secondly, the application of other variables like situational and relationship factors as moderators was not included in this study, which relationship might also seen as a critical factor.

Furthermore, the study findings indicated whether the convenience dimensions have any significance on the service convenience-service loyalty relationship irrespective of the categories of consumer characteristics as moderators. However, it was not explored what

caused this insignificant moderating effect related to these dimensions of service convenience.

Lastly, the researchers concentrated on the business-to-consumer marketing context while exploring the nature of service convenience and its antecedents and consequences. The future studies can incorporate business-to-business marketing context to test the predictive ability of service convenience construct on its apparent consequences.

4.0 Introduction

The beauty care industry is one of the fastest growing industries in our country. As the disposable household income is increasing and people are getting more concerned about their beauty, the spending of their income in the beauty care sector is also increased significantly. There is a mushroom growth of small beauty parlors all around the cities. But the number of high quality beauty care service providers is still numbered. Along with the changes of social factors, the perception of mass people regarding beautification has changed also. Now, major portion of the men and women are educated and they are working in different organization. They are getting more access to information and media, which makes them more conscious about health and beauty. It is not a luxury now; it is a necessity. With the local firms, some franchise firms are also getting in to this industry. This chapter tried to portrays the first hand pictures of the industry based on the primary and secondary data collected through the beauty expert and other relevant personnel of beauty parlors.

4.1 History of Beauty Care Services of Bangladesh

The history of personal care industry in Bangladesh is less than a century old. As per the statement in Star Lifestyle (2009) the industry was seen to be in charge of Chinese women of till 70's. Beautification of women through the service of parlor, was more of an occasional practice then. May Fair, Lee Beauty parlor and Hong Kong Beauty parlor were among the dominating names from that era. In the beginning the customers segment was narrow for this industry. Mostly, the foreigners living in Dhaka, few movie stars and singers from the media world were inclined to visit parlors. Later on, a few ladies from Dhaka's elite society became the regulars. The average middle class were nowhere near the trend till the end of the '70s. There was no Bengali salon up until 1977. In that year, being the pioneer of this industry, Zerina Asgar appeared on the scene with her parlor Living Doll. She is the first Bangladeshi woman to become a beautician and own a beauty salon. The image of women we see today, the association of beauty in Bengali women was to some extent fashioned by this lady. She also started the trend of recruiting Bengali employees earlier which happened to be only Chinese employees. This shift caters to improve the employee – customer communication and eventually started drawing attention of women form middle

class as well. Zerina Asgar is always attributed for her contribution in bringing Bengali women to the business. It became the new-found hangout for an entire generation of women. Slowly the beauty industry mushroomed. The middle class found their identity and the women belonging to the class started to enjoy the taste of grooming. By the mid 80s, the scenario changes and trips to beauty salons became a regular affair for the urban women. With the advent of satellite TV gave more exposure to the customers on trends and style, the 90s saw another new development in this sector. With the rising demand and awareness, the parlors became savvier and conscious on quality and services. In order to attend to the needs and expectations of these savvy customers second- generation beauty salons surfaced. Here we can see highly trained, sophisticated both men and women running the business and along with the latest gadgets and techniques, stunning décor and corporate environment in their outlets have taken the beauty business to the next level. They've created a new definition for grooming. However, the beauty salons are not only limited to women customers: a new group of customers more popularly known as metro sexual males are also among the regulars (Khan & Zaman, 2006). For a long time, women consider parlor services mostly for makeup and hair dos, but the rising awareness regarding health and hygiene makes them to take more personal care services like facial, manicure, pedicure, hair treatment, body massages, spa treatment etc.

4.2 Current Trends in the Industry:

- **Growing Demand of Beauty Care Products:** The demand for beauty care services is growing. Along with the increased number of the parlor services, it also tends to influence many other related business like beauty product manufacturing, importing, beauty accessories designers, fitness solutions, which is a good sign for the firms.
- **Dependency on Imported Materials:** The industry has to update itself with the modern equipments and materials. But they are highly dependent on foreign materials. Getting materials from abroad is a matter of hassle. As service cannot be stopped, the flow of materials must be maintained and it becomes a tough job some times.
- **Foreign Franchise:** As the market is growing, many foreign companies are interested to open their franchise in Bangladesh, in terms of joint venture of foreign entity, which is at

the same time an opportunity and threat for the local firms. Companies like VLCC, is currently doing good and expanding their variety of service related to beauty and health.

- **Foreign Beauty Experts:** The industry has a trend to bring foreign trainers and beauty experts, to maintain the skills of workers. They also create promotional hype. Several corporate houses sponsor co-branded programs with foreign beauty and fashion icons.
- **Vat Rate:** The Company has to give 15% Vat, which is in some extent a higher rate for the industry. And here comes the issue of establishing a formal association of the parlor, so the collective bargaining with the authority might have been possible.
- **Rising Price:** Due to the use of modern facilities, machines and raw materials, the cost of the services are rising day by day. An addition to that, the VAT system and higher promotional cost due to intensive competition make the service price high.
- **Influence of Beauty Bloggers:** Due to the flourishing of social media, Facebook, Twitter, Instagram have become a strong media of communication. Some beauty experts and bloggers are taking the opportunities to influence the target segment of customer with their review and suggestions. It has an influential impact on the service choices.
- **Free Lances Beautician:** Apart from the big parlors, people are also taking services from free lance beautician. Though customers are still highly associated with the parlor for personal care services like facial and hair cut, they are getting interested to take home services for makeup and hair dos from the free lance beautician.

4.3 Major Players of the Beauty Care Industry:

The competition of high end beauty parlor is intense and dynamic in nature, as mentioned by the Manager of Persona. The scenario is different based on the location, price and the service offered. Short profiles of some leading beauty parlors are given below.

4.3.1 Persona:

Persona has been a powerful brand for over a decade, maintaining its leading position in the beauty industry of Bangladesh. It started its journey on 1998. Persona Hair and Beauty Ltd. a private limited Company, provides world class beauty care services with all new features,

modern equipment, and process. The CEO and main Beautician of Persona Kaniz Almas Khan is a beauty envoy of the nation. Her experience and utmost care to treat each case individually with the help of trained, passionate and dedicated staff in family atmosphere will give the feel of homeliness. Starting from one outlet at Dhanmondi, Persona now have outlets in nine (9) areas of Dhaka City one in Chittagong and one in Sylhet. Their outlet covered Dhanmondi, Gulshan, Banani, Mirpur, Uttara, Wari, Kakrail etc. area. Persona provides services such as Hair Styling, Bridal Make-up, Party Make up, Model Make-up, Hair Cuts, Skin & Hair care service and many more. Persona introduced modern facilities like – Spring Spa, where high end body and hair treatments are available. Persona is the pioneer in institutionalization of beauty salon for women and men in Bangladesh. They have beauty care training centre also. With the devotion and commitment to grow beyond the borders, Persona wants to be the global standard lifestyle solution provider with sincere social commitment. It has proven its excellence and commitment in its endless journey toward grooming lives.

4.3.2 Farzana Shakil's Makeover Salon:

One of the major team player in this industry is Farzana Shakil Makeover Salon. The renowned beautician Farzana Shakil established an individual entity in 2003. They have outlets in Dhanmondi, Gulshan, Uttara, Mirpur. Farzana Shakil, a celebrity makeup artist, is known for her trend setting makeover services. In broad category, this parlor offers services like - Hair Cut & Hair Care, Bridal Make up, Personal Care Services and Hair Styling. They have well trained employee and loyal customer base. They are niche and focusing on specific high end segment of customer. They participated in the major beauty related events.

4.3.3 Woman's World:

Woman's world is a popular name for personal care services. The founder of this parlor is aesthetician Kona Alam, who is a trained beautician. Woman's World targeted middle income people with their variety of generic beauty care services. Their facial, hair care, bridal and party makeup, hair color and styling are popular. Their outlets are situated in Dhanmondi, Gulshan, Mirpur areas. Mid range price offer, well facilitated outlets and well behaved employees are their key to success. Currently, they are re-figuring their services and outlets and targeted younger customer portraying their new beautician Farnaz Alam.

4.3.4 RED Beauty Parlour & Salon:

Red beauty parlor and salon started their journey on 2009. Celebrity aesthetician Afroza Parveen, who used to work as free lance beautician, established this salon. Now they have three outlets at Gulshan, Mohammadpur and Banasri. They offer quality service with quality beauty product. Among all the personal care services they offer, makeup is their strength. Bridal makeup and model makeup got a new dimension here. They maintained quality control issues properly and thus created a loyal customer base of their own.

4.3.5 Quebella:

Quebella is another famous name among the parlors of Dhaka. They have outlets in Dhanmondi and Baridhara. Farzana Munny is the main beautician of this parlor. A number of trained employee and outlet in proper location help them to get customers. University students and other young women is their target customer. They offer a range of personal care like – hair treatment, facial, skin polish, hand and foot care, hair styling, makeup etc. They also work for different events in media.

4.3.6 Hairobics:

Established in 1990, Hairobics was a salon for mainly man where they not only focus in Hair cutting and dressing for man but also to man beautification services. Later, they extended their service for women as – Hairobics Bridal. This team is headed by Tanjima Sharmin Muny, the main beautician of Hairobics Bridal. They provide different kinds of personal services; among which, hair cut, hair styling, skin and hair consultancy and bridal make up are their signature services. They are organized, trend setter and quality service provider. They focus on middle and high income people. They participate in beauty related event and provide advertisement in Fashion magazine.

4.3.7 Geetee's Beauty Parlor

Geetee's Beauty Parlour is the pioneer in beauty industry in Bangladesh which is running for the last 38 years. Geetee Billah, the owner, has given training to almost 2500 trainees who are now successfully running their respective businesses along with Kanis Almas Khan of Persona. Geetee's Beauty Parlour opened their 4th branch at Banani, Dhaka. Geetee's Beauty Parlour is one of the oldest one stop women's solutions. They offer almost all types of personal care services. Facial, manicure, pedicure and hair treatment segments are their popular services.

4.3.8 Ban Thai:

Ban Thai is a Beauty Salon and Fashion House that was started by Mr. Shafaqat Hossain (Peal). He opened Ban Thai in 2000 in just one room and with one assistant in Gulshan. But now they have expanded their activities with more employees and big set up. Famous hair style expert Quazi Qumrul Islam added new dimension in the service. Hair Rebounding, Hair Color, Hair straightening etc. are their signature services. Expert personnel and customized service high price – this combination make it a niche parlor for high end customers.

4.4 Customer Segmentation:

4.4.1 Demographics:

The main target customers of high end parlors are the educated beauty conscious women. As per the beauty experts mentions, women of different age groups used to take the services and their ages vary from 15 to 50 years. But the major portions of them are from 18-35 age groups. This group includes students, jobholders, working mother and housewives. They are mostly from SEC (Socio-Economic Classification) A+, A, B+ segment, which reflect the upper, upper-middle and middle class income group.

4.4.2 Psychographics:

- **Attitudes:** Persona's target market is conscious about health and beauty issues and intends to maintain beauty. They are geared towards products which serve as status symbols, and seek certain inherent values such as being trendy. They welcome and embrace new ideas, like different looks, changes in style, fashion etc and are willing to spend for such changes.
- **Values:** They desire social activity and are influenced by approval and opinions of others. This value system forms part of their culture and they appreciate conformism to their norms. They are socially responsible.
- **Activities and Interests:** The target group is interested in maintaining looks in accordance to their liking. They take preventive and corrective measures to enhance their beauty. Thus, they are also interested in both personal care and personal makeover services.

4.4.3 Media Habits:

The target market is more geared towards instant information and their media habits vary more according to age groups and individual preferences and conveniences rather than differences in social strata. Their media patterns involve television, newspaper, magazines and the internet. Facebook, Twitter, Instagram and other online social networks are very popular among the

4.5 Services Mix of High End Parlor

4.5.1 Service Product:

The high end beauty parlors offer a full range of beauty care services starting from skin care, hair care to makeup and hair styling. The details service line and width are given below.

Services offered by High End Parlor

Width

Pdt Line Length

Treading	Hair*	Facials	Make-ups	Touch-ups	Others
Eye Brows	Hair Cuts	Quick	Bridal	Contact Lenses	Bleach
Upper Lips	Hair Dressing	Herbal	Engagement	Eye Lashes	Waxing
Lower Lips	Hair Color	Special	Holud	Eye Make Up	Fair polish
Chin	Perm	Fruit	Model	Foundation/Base	Skin polish
Chicks	Re-bonding	Galvanic	Party	Two Hands Base	Pedicure
Forehead	Straightening	Biotic		Lipstick	Manicure
Full Face	Hair Treatment	See-weed		Tip	Nails care
		Aloe-vera		Eye Liner	Mehendi
		Marrow		Mascara	Piercing
		Pigmentation		Hand Art	Bridal packages
		Treatment			Body massage

(Source: Primary data from Parlors)

Figure 4.1: Service Offered by High End Parlor

Table 4.1: Hair Related Products further segregated

Hair Cut		Hair Dressing	Hair Color	Perm	Hair Treatment
Straight Cut	Layer Cut	Blow Dry	Highlight	Soft Perm	Hot Oil Massage
U Cut, V Cut	Step Cut	Iron	Hair Color (Full)	Beni Perm	Herbal Pack
Blunt Cut	Front Layer	Curling Iron	Only Hair Root Color	Roller Perm	Protein Pack
Diana Cut	Front Step	Curl Setting	Temporary Color	Spiral Perm	Fruit Pack
Rahul Cut	Front Cut	Khopa	Only Color Apply		Deep Conditioner
Mushroom Cut	Layer + V/U		Highlight		Re-bonding Hair
Boy Cut	Layer+ Step		Lowlight		Hair Spa
Deep U Cut	Baby Cut				

(Source: Primary data from Parlors)

4.5.2 Place

Most of the high end parlors have now several outlets to meet up the needs of their needs of the customer. The most popular areas for parlors are Gulshan, Banani and Dhanmondi. These areas are saturated with office and universities. Thus create a huge customer base of female students and corporate women. Parlors of these areas are well decorated, well equipped and pricey. The next tire popular locations for affordable parlors are Mirpur, Mohammadpur, Uttara. Because of the less expensive house rent, the locality offers parlors with medium priced services. Other parlor hubs are Mogbazar-Malibagh, Old Dhaka, etc.

4.5.3 Promotion

7.3.1 Advertisement: The high end parlors give advertisement mainly in the fashion and lifestyle magazines. They go for advertisement on the national dailies like Prothom Alo, The Daily Star, Somokal Occasionally. Bill Boards are used to portray their signature services in a regular basis. Online advertisement through facebook is getting popular day by day. It is an easy and cost effective way of communication for the industry.

7.3.2 Cultural Occasions: being in the beauty care business, the high end parlors celebrate various cultural occasions of Bangladesh, such as Pohela Boishakh, Pohela Falgun. Special offers, gift coupons, free services and many on-the-spot promotion are organized on that purpose.

7.3.3 Joint Promotion: Beauty care industry is often involved in joint promotion with various corporate organizations. They take parts in the grooming session, promotional events and sponsored programs.

7.3.4 Discounts: Discounts is a widely used tool for the promotion of the parlor. These discounts can be availed by privileged members of various peer organizations which have prior agreements with these parlors. Different Telecom's consumer and bank's customer and card holders are the usual beneficial for this. Other occasional discount and special packages are also offered in Eid, Pohela Boishakh and other festivals.

7.3.6 Television Program: The high end parlor often get involved with the TV shows that portrays their activities and services. Beauty related programs have gain more popularity in recent time. Thus, parlors are actively involved with the production of co-branded television show.

7.3.7 Articles: Different supplementary of the dailies like Noksha, Lifestyle, Amar Jibon etc. took beauty tips and beauty related features from the high end parlors, which includes regular and seasonal tips. They also feature the upcoming trends and new services of the parlors.

7.3.8 Relationship Marketing: Some of the high end parlors maintain membership facilities and thus got a large member database of members. So, they wish them in their birthday and marriage days.

7.3.9 Membership Card:

Many of the high end parlors offer membership facilities for their regular member. This membership card is awarded to a customer for using services worth more than taka at a time. The membership card has a many benefits, for example, every time the customer avails a service at the parlor, a certain percentage of the service amount is stored as points against the membership ID, which they can redeemed later.

4.5.4 Price

The price range of beauty care services varies according to the location, service specialty and seasonal offers. According to the section in-charge of the parlors, consumers seems to be more price sensitive in case of regular prices and less reactive in case of occasional and special high end services. In the established parlors, price includes Value Added Tax (VAT). Price Range of different services varies from Tk.50 to Tk. 50000. Some services like treatment facial needs several sessions and they are offered in bundle price. Parlors offer different packages, a combination of service in different season, these are cost effective offers that are liked by the customers.

4.5.5 People

Satisfied employee can satisfy the customers. At the same time, even little mistake from the employee can create big dissatisfaction to the customer. From the entry to the exit, the high end parlors ensure the caring of the customers through human interaction. From formal security guard to prompt front desk executives, from expert cashier, to knowledgeable smart section manager, they need experienced service providers. Proper recruitment and selection process, appraisal system, compensation and benefit, training and developments are practiced in the top parlors.

- **Image of the Owner:** Trends shows that, most of the parlor has started its venture, depending on the main beautician. For example, in case of Persona, the CEO, Kaniz Almas Khan is a key factor, as she is one of the renowned beauty expert, successful women entrepreneur and popular media personality.
- **Service Provider's Behavior:** Beautification service is the most personalized one, so the knowledge and behavioral factors of a SP can change the whole mode of satisfaction.
- **Executives Knowledge & Behavior:** Some clients don't have the understanding of their needs and trends of beauty. So executives' knowledge and behavior is a key factor to communicate the customer's need and satisfied them with an appropriate service.
- **Image of the Organization:** Most of the time, clients don't have the clear knowledge of materials & equipments used and for the treatment services; the results are not always an instant one. So, they have to rely of the expertise and reputation of the Company. Likewise, employees also try to join parlor that have good image in the market.

4.5.6 Processes:

Process is an important factor that influences the smooth flow of service and facilitates the interaction between customer and employees. As full-length service organization, most of the parlors maintain several processes some part of which is visible and the rest is happened in back office.

- **Visible Process of Operations:** Front desk, billing, payment system, sectional works, assigning of task, material & equipment used, employee interaction, membership activity, comments form etc.
- **Back Office Process of Operations:** Accounting system, membership software, sectional report generation, store management, procurement & purchase, research work, employee management etc.

4.5.7 Physical Evidence

- **Brand Color:** Most of the prominent parlors have their own brand identity. They have separate Colors, sign, symbols, layout design reflecting their values. These brand elements basically help them to differentiate their service from others. It also helps to build good images.
- **Interior & Facilities:** One of the major features of high end parlors is its appealing interior designs and modern facilities. The parlors are facilitating its clients with waiting room, modern furniture's and fixtures, computer with customized software. Their decoration includes photographs of well recognized Bangladeshi models and actresses adding glamour and class to their place. Comfort and style is discreetly blended to provide the clients a satisfied experience.
- **Music:** Now a day's beauty parlor is not only a place not only for grooming but also for relaxing. Keeping that in mind, many parlors plays very melodious soft songs and music from both old classic movies to the latest hip hop bands to create a cozy cultural atmosphere for the valued customers.
- **Dress Code:** Prominent parlors have specific dress code for the Service Providers, Executives and Office Stuffs, which gives the parlor more of a formal institutional look. It is very much liked by customers.
- **Space, Materials & Equipments:** High end parlors use huge space for their signature outlets. They also ensure using the most modern materials and equipments of reputed brands. The quality control and maintenance system create trustworthiness to clients.

4.6 Consumer Behavior

4.6.1 Attitude towards Pricing:

In the beauty care industry price of different service mainly vary depending on location, capacity, service quality, time requirement and use of technology and expertise. For some of the common services which require comparatively less expertise (threading, waxing, hair cut, hair dressing etc), firms charge more or less same price range. For special services (special facials, hair re-bonding, bridal make up, body massage), price differs from parlor to

parlor. Clients are willing to pay premium prices for these exclusive services because of its quality. So for quality service, customers are not that much price sensitive.

4.6.2 Usage Rates:

There are basically two types of customers, one is regular and the other is irregular. The usage rate varies according to the type of services. Some services require regular use and some are for occasional use. The following pattern is general for the industry and the firm as well.

Table 4.2: Usage Rate of Beauty Care Services

Usage Rate	Name of the Services	Service Type
Daily	Ozone Treatment for hair (20 days course)	Special
Weekly - Fortnightly	Treading, Treatment Facials, Body massage, Hair Treatment	Regular
Monthly	Hair Cut, Facials, Bleach, Waxing, Fair polish, Skin polish, Manicure, Pedicure, Nails Care	Regular
1-3 times Yearly	Hair color, Hair Perm, Hair straightening, Hair Re-bonding, Hair extension	Special
Occasionally	Hair Dressing, Make-ups, Mehendi	Regular / Special
Once in a life time (Usually)	Bridal Make-ups, Bridal Package, Piercing	Special

(Source: Primary data from Beauty Experts)

Besides, there are some seasonal usages also. In the time of religious festival like EID, Puja, Christmas, and some season celebration like Pohela Boishakh, Pohela Falgun etc. usage rate and usage frequency become high. The two pick season for wedding (Summer Vacation and End of Year) has shown the same scenario.

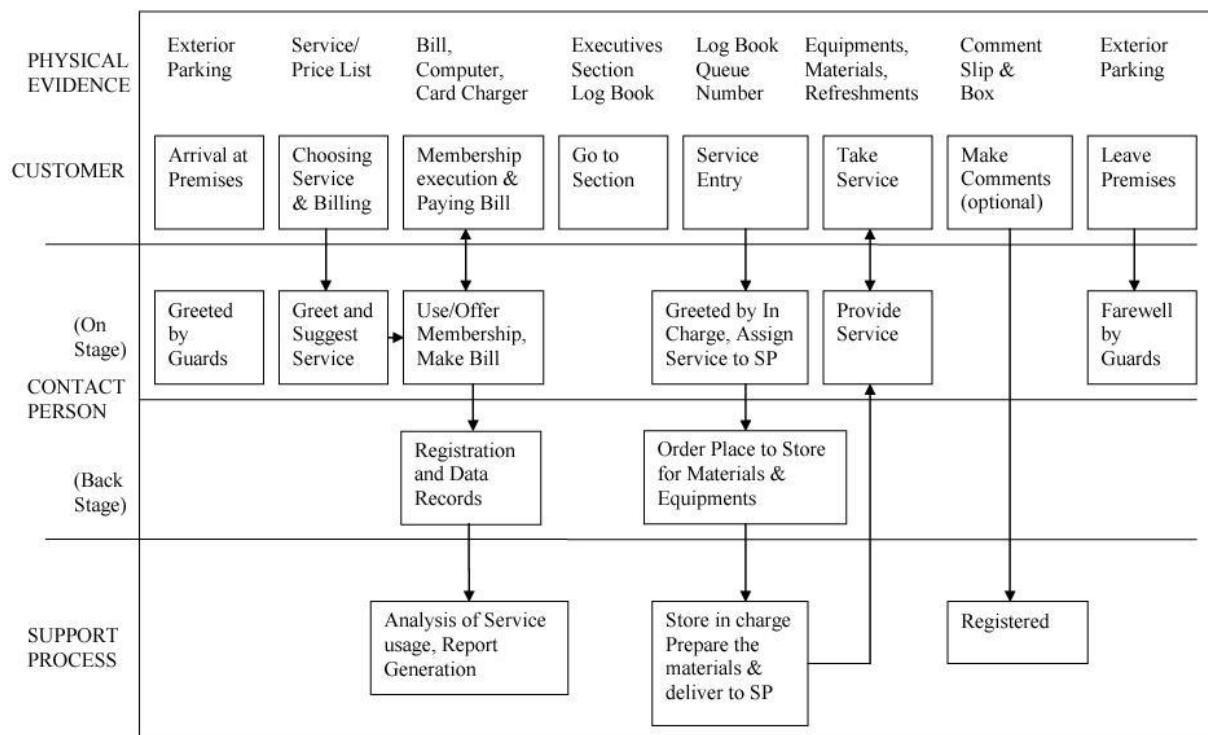
4.6.3 Repeat Purchases:

Repeat purchase rate is commonly high for the regular services, most of which are personal care related service. If the customer is satisfied with these services, he or she used to continue to take the service from the same organization and even from a specific fixed

service provider. Services like treatment facials, hair treatments etc. by nature, require repeat purchase, for better result. Clients feel easy to deal with same place, process, service providers and executives regularly. It gives them economic, social and psychological benefits and simplify their decision making process. Repeat purchase rate is comparatively low for irregular customers, who only come for a certain occasion and are not a regular beauty service taker. For special services, repeat purchase occurs only if clients are satisfied with the services and have fewer options to choose from other firms.

4.7 Service Blue Print of High End Parlors:

A service blueprint is an operational planning tool that provides guidance on how a service will be provided, specifying the physical evidence, staff actions, and support systems or infrastructure needed to deliver the service across its different channels.



(Source: Primary Observation of Parlor Activity)

Figure 4.2: Service Blue Print of High End Beauty Parlor

4.8 SWOT Analysis of the Beauty Parlors of Bangladesh:

SWOT analysis is usually used as tool to identify an industry's internal strengths and weaknesses, as well as its external opportunities and threats. On the basis of the in-depth interview and focus group discussion with industry experts and parlor employees, the following deduction is made.

4.8.1 Strength:

- **High Market Demand:** There already exists a huge market for this industry and the market is still growing. This is because customers are still looking for better and better services from the providers. Apart from high end customers, now middle class people are also considered as the potential target market.
- **Differentiation:** This industry provides high potential for differentiation. Hair and Beauty salon can differentiate (through customization) their service with distinct competencies that will allow them to charge higher prices.
- **Increasing Revenue:** As the hair and beauty salon can charge higher prices for differentiated service, this shows that the customers are ready to pay higher and increasing prices as long as their demands are satisfied. Again, customers are more aware of taking regular facials, hair treatment, and hand and body care services. That ensures a steady and fixed cash flow in their revenue.
- **Growing beauty awareness:** There has been growing beauty awareness among both genders, male and female. Thus this increases the potential market for this industry.
- **Service Innovation:** The beauty and hair salon are now expanding their range from beauty and hair service to spa, massage, gym etc. As a result the industry is growing with more services included.

4.8.2 Weakness:

- **High Operating Costs:** Recently the idea of beauty and hair salon has changed; it requires big setting, cleanliness and other maintenance, good interior etc. As a result the cost involved in maintaining a good standard beauty and hair salon is high.

- **Costly Equipments:** costs of the equipments are high. Even the procedure of acquiring or importing these equipments includes paying of taxes that even raises the costs involved.
- **Irreversible Mistakes:** As this is a service industry, any mistakes made are irreversible. The mistakes can lead to customer dissatisfaction and in long run make them switching the specific salon and moving into another salon.
- **Low Customer Switching Costs:** There are low switching costs for the customers as the customer can move from one salon to another. When they cannot compare the services or understand their differences, they tend to go for service with lower price.
- **Easily Replicable Service:** The services are often replicable. And some parlors are replacing imported product with locally available raw materials, which are not noticeable by the customer with less awareness. They might tend to go for lower quality services because of less price.

4.8.3 Opportunities

- **Growing Market:**

Now there are increasing numbers of middle class customers who are getting interested day by day towards beauty care services. They are also ready to pay the considerable amounts for satisfactory service. Thus the total size of target market is rising. Many new technology and services is coming. So the chance of creating new market is high.

- **Awareness among young customers:**

Now more and more young people are customers of this beauty and hair salon as they have become more beauty conscious. This is mainly because of their exposure to the satellite channels that influences their life style dramatically. Increasing beauty awareness and consciousness among male are increasing with females. More male are now ready to go big parlors for exclusive service even for a little higher prices. As more people are becoming health conscious, this brings the industry with new opportunities. The demand for services like sauna, gym, massage will be rising at rocket rates and provide new prospects for this beauty and hair salon to expand into.

- **Educated Employee:**

Overcoming the social stigma, more educated and trained people are coming into the business. That creates an opportunity for employment and possibility of improved service delivery. If the customers are satisfied with the interaction and service quality, their revenue is likely to increase. Increased number of beauty care training centres makes it easy for the young people to get trained.

4.8.4 Threats

- **Low Employee switching costs:**

This is a problem that the industry faces seriously. Whenever the employees become expert through experience, other salons have a tendency to buy them out. Thus the service providers may switch to other parlors for higher salaries. Employees are the main strength; if they are gone, along with them goes the experience and expertise. Many foreign companies are coming and they want to take local expertise from different existing players. That is a threat for the high-end parlors, who invest their money and effort on employee development.

- **Dependency on Foreign Products:**

The industry is highly dependent on imported products as raw materials. In case of high-end services, there is often a lack of availability of locally made quality products. In the long run, this dependency would raise the cost of the services and the import process might hamper the smooth flow of operation.

- **Growing Number of Free Lance Beautician:**

As the operating cost is getting high, many aestheticians are now discouraged to set up a parlor. Rather they prefer to work free lance at their home or by providing home service. In these cases, the quality control often becomes challenging. They are not contributing to the government revenue through VAT as well. If remain uncontrolled, this growth might become a threat for the industry.

5.0 Introduction:

With a growing per capita income, and positive changes in the social and economic indicator, Bangladesh is now turned into a middle income country. According to a business report of Daily Star (March 2019), Bangladesh's per capita gross national income (GNI) jumped more than 9 percent to \$1,909 last fiscal year from \$1,751 a year ago. This GNI per capita is highly associated with the quality of life of citizens. As the income and employment opportunity rises, people are now getting more disposable income to spend for their necessity. And just like the demand of other durable products, demand for services like beauty care also increased. That opened up the opportunity for women to flourish both a customer and entrepreneur. So, beauty care service industry has a long term deep impact on the socio-economic trend on Bangladesh, especially areas related to standard of living of women.

5.1 Economic Aspects:

5.1.1 Revenue Generation:

With an increasing awareness of women regarding their grooming and self-presentation influence the increased demand of beauty care services. At the same time, the number of working women increased and that gave women more liberty to spend their own money to take care of themselves. Thus the beauty care reached at a Tk 100 crore-plus industry (The daily Star 2009) and still growing in many fold. Top ranked parlors, as well as the small ones, are generating huge revenue which is a good indicator for the economic growth of Bangladesh. For examples, Persona Hair and Beauty Ltd., the leading beauty parlor of Bangladesh, recorded a 47.22 percent rise in their revenue in 2008 despite fierce competition from rivals. Mothers, housewives, students, professionals and brides all kinds of people from the age group of 18-40 come to Persona. And this income generation reflects the capability of spending of women from different strata of the society.

5.1.2 VAT and Tax Contribution:

All enlisted beauty parlors are subject to Value Added Tax. Most of the parlors are single proprietorship or partnership business. Some large organization forms Private Limited

Company. They all provide Tax as per the rules of Government. Personal care services are also subject to VAT. For parlors 15% are charged, which in some extent a reason for charging high price. In 2008, a single top ranking parlor like Persona paid Tk 69.15 lakh in VAT and Tk 2.74 lakh in other taxes to the government. So the booming number of parlor all together, if monitored well, could generate a huge VAT and Tax, which could be beneficial for the economy of the country.

5.1.3 Employment Generation for Women:

As per the data of 2009, the beauty care service industry is providing employment for an estimated 1 lakh people, of which 99 percent are women. The number is much higher now. The beauty parlors accommodated a huge number of tribal women as beautician makes it a significant sector for the indigenous society. There was a time, when working in the parlor was not considered as a prestigious task. But days have changed. Now, the young, educated girls are taking training and preparing them for the market. Many enthusiastic girls are now working independently as free lance aesthetician making money from home. Thus a revolutionary change has been observed in the women job sector.

5.1.4 Increased Demand in Beauty Related Product:

Increased awareness of beauty and physical presentation, also influence the demand of beauty related products. Style and trend conscious women now use many beauty care product and machineries to enhance their look. Thus, an opportunity to develop beauty care product manufacturing firm has emerges. Currently, Bangladesh is highly dependent on imported product and local companies can grab this market if they come up with good set up. They can also add value to the country's economy.

5.1.5 Inclusion in National Vocational Curricular:

Bangladesh Government Already took steps to emphasis on beauty care sector, by adding beauty care training curriculum in their vocational education module (BTEB, 2014). Bangladesh Technical Education Board (BTEB) has published a document named - National Competency Standards for Beauty Care to facilitate the designing of National

Skills Certificates course in Beauty Care. Women of the rural areas are now getting the facilities to learn courses and take first hand training on beautification from their nearest centre. After completing their training, they are going back to their villages and start their new venture. Thus Entrepreneurial activities take place that create more employment in the semi-urban and rural areas. This also enhances the standard of living of the rural women, who got proper idea of self representation, beauty and hygiene from the parlor.

5.1.6 Surfacing of Beauty Training Centre:

The growing demand for beauty care services also creates the enthusiasm to the entrepreneur to open beauty parlor. For that purpose, they are now eager to take training and thus many training institute emerges. Major beauty parlors like Persona, Red Beauty Parlor, Woman's World etc. have their own training institute. Some are also establishing foundation to spread the beauty care education in the rural areas of Bangladesh. Economic implications of these initiatives are significant in many folds.

5.2 Social Aspects:

5.2.1 Socialization Hub for Women:

Journalist Kay Tang mentioned that Hair salons provide a central place for women to tend to their appearance, enjoy the companionship of other women and exchange information. Compared with other social institutions, such as education and religion related places, the informal atmosphere of a salon enables women to forge bonds with each other. This bonding is not only limited with their stylists, but also with the salon's clientele. The various social roles of a parlor can encompass a support network, a haven from everyday life and an arena for socio-political change.

5.2.2 Increased Affordable Service:

In the early ages of beauty care practices in Bangladesh, grooming outside the home and especially through a parlor was considered as a culture for high income group people. However, in 90s, a proliferation of affordable beauty parlors occurs. Beauty services, once viewed as a commodity for wealthy and celebrity women, now become available for women

of all economic classes. Technological progress, media influence and shifts in fashion have made the idea of “Good Looks, Beauty, and Grooming”, more generic. The parlors resulted to offer women a friendly place to commune with and seek support from other women. Being part of the main stream beauty culture make them more confident and up-to-date. Women in turn participate and perform more to develop identity and community relations.

5.2.3 Empowerment of Women:

Almost 99% of the working employee of beauty sector is women. Providing them with secure job opportunity generates benefits in many folds. Firstly, being income generator of the family, these women are more empower in terms of spending and family decisions. Their solvency also bring long term benefit to their children’s life through better living, better education etc. Women who could not get involved in traditional job format can also work free lance in this industry. More and more entrepreneurs are coming up to open beauty parlors which in ensures the women participation, policy making and leadership in this sector.

5.2.4 Inclusion of Minority Tribal Women and Third Gender:

A major participation from the indigenous women communities in the beauty care sector is a mentionable factor. In Bangladesh the scope of income generation among indigenous communities is limited at their own locality, as a result push and pull factors are working to migrate the indigenous women to the urban and sub-urban areas (Ahmed, F. et al. 2014). In addition, some of the ethnic communities in Bangladesh are matrilineal and the women members of matrilineal indigenous society are more economically conscientious and vigorous. All these together have created a trend of seeking a secure career in aesthetic business for the tribal women. Many families are thus dependent on the revenue of this sector. Recently, government also took initiative to rehabilitate the Third gender community through creating job opportunity for them. Many member of this community preferred to work in beauty parlor sector. Beauty care industry creates a comfortable working place for them.

6.0 Introduction:

This Chapter displays the detail analysis of the survey findings. It portrays all the charts, tables and figures in a manner that helps to understand the findings and its implication properly. Starting with the profile of the parlors and respondents, this chapter digs down towards the service convenience components and ends up testing the hypothesis.

6.1 Profile of the Beauty Parlors:

6.1.1 Category Distribution of Parlors

A total of 64 parlors were covered in the survey. 62.2% surveys were done in the Top Ranking High end Parlors. These includes famous parlors like - Persona, Farzana Shakil's Makeover Salon, Woman's World, Dreams Hair and Beauty Corner, RED Beauty Parlour & Salon, Stylee Parlour, Lee Beauty Parlour, Que Bella, Hairobics etc. The second tier mid-range popular parlors comprised of 32.3% and upcoming small but promising parlors 5.5%. Among the other parlors, Geetee's Beauty Parlor, Women's Doll, Hong Kong Beauty Parlor, Ming Beauty Parlor, Priyanka Beauty Parlor, Golden Girl Hair & Beauty, La Belle Beauty Salon, Tulip Beauty Corner, Woman's Care Beauty Parlor, Beyond Beauty, Red Rose Beauty Parlor, Women's Choice Beauty Parlor, Zaara's Beauty Lounge, Apsara Beauty Parlor, Barsha Beauty Parlor, Bindia, Eves Beauty Parlor, Frill's Beauty Parlor, Gala Makeover Studio, Harmony Spa are mentionable. The detail distribution Table is given in Appendix A.

Table 6.1: Category Distribution of Parlors

Sl. No.	High End Beauty Parlor	Percentage
1.	Top Ranking Famous Parlor	62.2
2.	Mid Range Popular Parlor	32.3
3.	Upcoming Small Parlor	5.5

6.1.2 Location Distribution of Parlors

The total 64 parlors were chosen from 26 different locations. Among which the major concentration of high end parlors were seen at location like - Dhanmondi, Gulshan, Banani, Wari, Mohammadpur, Uttara, Mirpur, Jatrabari. 84% of the parlors are from these

prominent area hub and their surrounding localities. The rest 16% are from other locations namely Kakrail, Lalbagh, Shantinagar, Narayanganj, Begum Rokeya Sarani, Moghbazar, Rampura, Kalabagan, Bashundhara R/A, Azimpur, Baily Road, Gandaria, Khilgaon, Elephant Road, Farmgate, Jurain, Kalyanpur, Mohakhali etc. The detail location distribution table is given in Appendix A.

6.2 Profile of Respondents

6.2.1 Respondent's Demographic Characteristics:

A total of 384 responses were collected in this study. Among these, 52.3% and 27.9% respondents were from age group 18-24 and 25-34 respectively. So, most of them are from youth segment. As far as the education level of the respondents is concerned, respondents with undergraduate college/university degree represent the largest group with 56.00% respondents followed by postgraduate degree with 22.70%. Among the professions, 58.3% are Students followed by 22.7% are Service holders. The rest 19% are Home maker, self-employed and business women. The details are given in the table below.

Table 6.2: Demographic Characteristics of the respondents

Age Group	Number	Percent
18-24	201	52.3
25-34	107	27.9
35-44	60	15.6
45-54	15	3.9
55-64	1	.3
Education	Number	Percent
SSC	10	2.6
HSC	72	18.8
Graduation	215	56.0
Masters	87	22.7
Profession	Number	Percent
Student	224	58.3
Service Holder	87	22.7
Businesswoman	11	2.9
Others	62	16.1
Total	384	100.0

6.2.2 Respondents' Uses and Communication Status:

6.2.2.1 Duration of Visit

81.5% of the respondents are visiting their parlors from last 1- 5 years. 15.9% of the respondents have 6-10 years relationship with the parlor. 2.1% have 11 -15 years and .5% have above 15 years relation with the specific parlors.

Table 6.3: Duration of Visit to the Parlor

Duration	Frequency	Percentage
1 - 5 Years	313	81.5
6 - 10 Years	61	15.9
11 - 15 Years	8	2.1
15 Years and Above	2	0.5
Total	384	100.0

6.2.2.2 Multiple Parlor Visit

Among the respondents 45.3% go to multiple parlors for their beauty care services while 54.7% prefer to continue with a single parlor of their choices.

Table 6.4: Visit to Multiple Parlors

Responses	Frequency	Percentage
Yes	174	45.3
No	210	54.7
Total	384	100

From the respondents who visit multiple parlors, Total 154 respondents mention their reasons for multiple parlor visit. 53.8% of them mention trying different service was the main reason, 14.1% mentioned location convenience and 8.3% mentioned time convenience as reason. The other reasons are better offer and price, better services, to try and compare new services, good behavior, other convenience, for specific service choices.

Table 6.5: Reasons for Multiple Parlor Visits

Sl. No.	Reasons	Frequency	Percentage
1	To Try Different Services	84	53.8
2	Location Convenience	22	14.1
3	Time Convenience	13	8.3
4	Better Offer and Price	10	6.4
5	Better Services	8	5.1
6	To try and compare new services	8	5.1
7	Good Behavior	5	3.2
8	Other Convenience	4	2.6
9	For Specific Service Choice	2	1.3
	Total	156	100.0

6.2.2.3 Source of information:

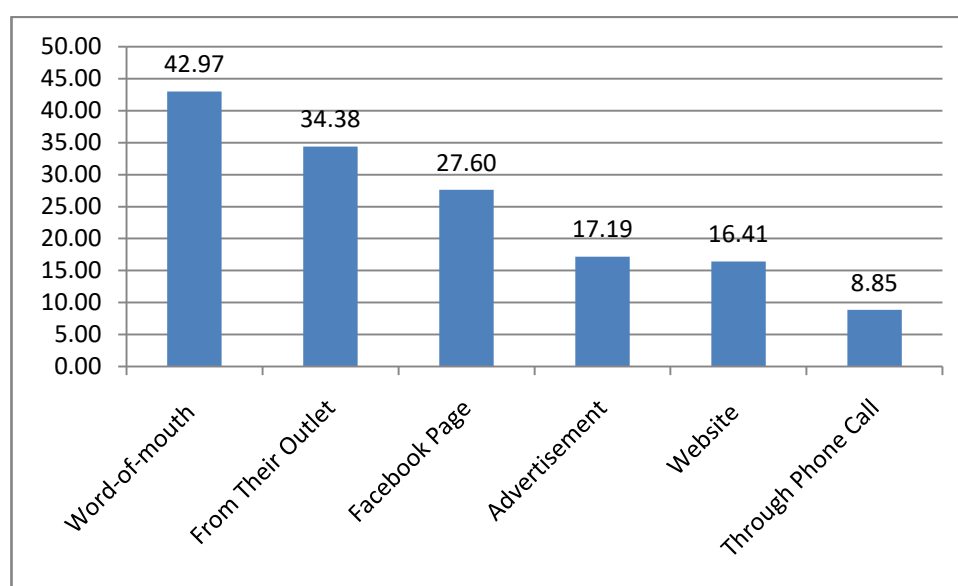


Figure 6.1: Source of information

This was a multiple response question and total 566 responses were generated. 42.97% of the respondents' source of information is word-of-mouth communication while 34.38% respondents come to know about the parlor information from their outlet. 27.60% uses facebook pages, 17.19% uses advertisement, and 16.41% uses website as their source of information. 8.85% respondents are communicated through phone calls from the parlors.

6.3 Reliability of the Study's Constructs

The Cronbach Alpha is widely used indicator to measure the internal consistency of the scale items (Malhotra, 2009). The results of the reliability analysis of the study indicate that the Cronbach Alpha for all constructs is higher than the suggested minimum level of 0.60 (Malhotra, 2009). However, now a day, researchers suggest having value 0.70 or higher, as accepted. Considering all these facts, we assume the values between .70 -.60, as acceptable. According to this criterion, most of the constructs have required values of internal consistency. Only, the transaction convenience construct has much lower alpha value, still very close to .60. Thus the construct are within acceptable range.

Table 6.6: Reliability Test Cronbach's Alpha

Construct	Number of Items	Cronbach's Alpha
Decision convenience	03	0.61
Access convenience	04	0.64
Transaction convenience	03	0.58
Benefit convenience	04	0.64
Post-benefit convenience	03	0.69
Customer satisfaction	03	0.75
Service loyalty	08	0.78

6.4 Service Convenience Dimensions:

6.4.1 Decision Convenience:

Decision convenience deals with the effort of choosing an appropriate supplier and market offering from a number of alternatives that exists in the marketplace. So, the respondents were asked about their perception regarding the decision making process. In this study, for the quick and easy service we got the highest mean value of 3.77. 3.64 mean value was scored for the fact that customer can decide on services of the salon prior their visit, followed by 3.53 for quick information check regarding the services.

Table 6.7: Mean Value of Decision Convenience Criteria

Decision Convenience		Mean Value
1.(DCON1)	I can easily determine prior to visit whether the parlor will offer what I need.	3.64
2. (DCON2)	Deciding to take service at the salon is quick and easy.	3.77
3. (DCON3)	I can quickly find information before I visit to decide if the parlor has what I am looking for.	3.53

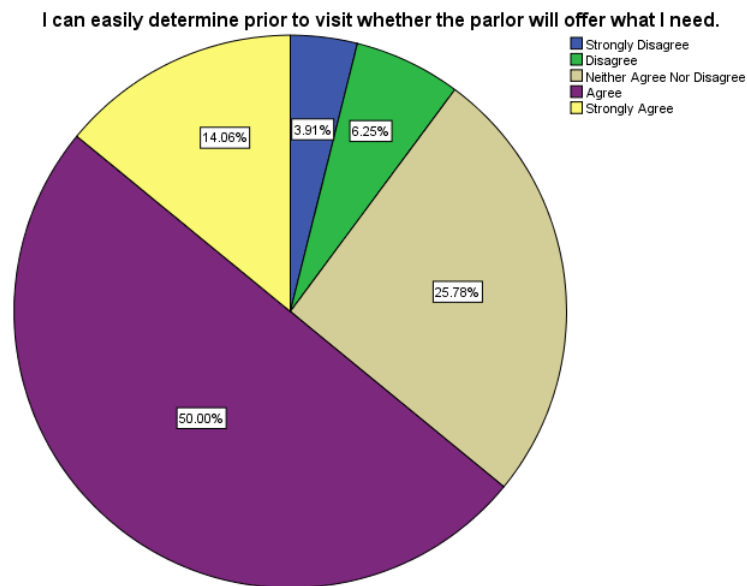


Figure 6.2: Percentage Distribution of DCON 1

The above figure represent that 50% respondents were highly agree that they can determine prior to their visit if the salon would offer what they need. 14.06% respondents highly agree with the proposition while 25.78% become neutral. 6.25% respondents disagree and 3.91% highly disagree on that point.

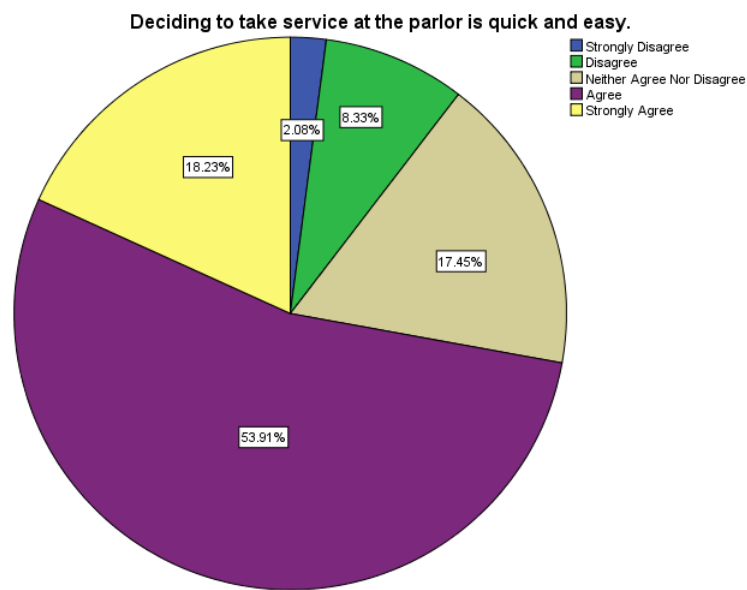


Figure 6.3: Percentage Distribution of DCON 2

The above chart shows that highest 53.91% respondents are agreed with the fact that deciding to take service at the salon is quick and easy. 18.23% respondents highly agree with the proposition and 17.45% remain neutral while the rest 10.41% disagree and highly disagree with that.

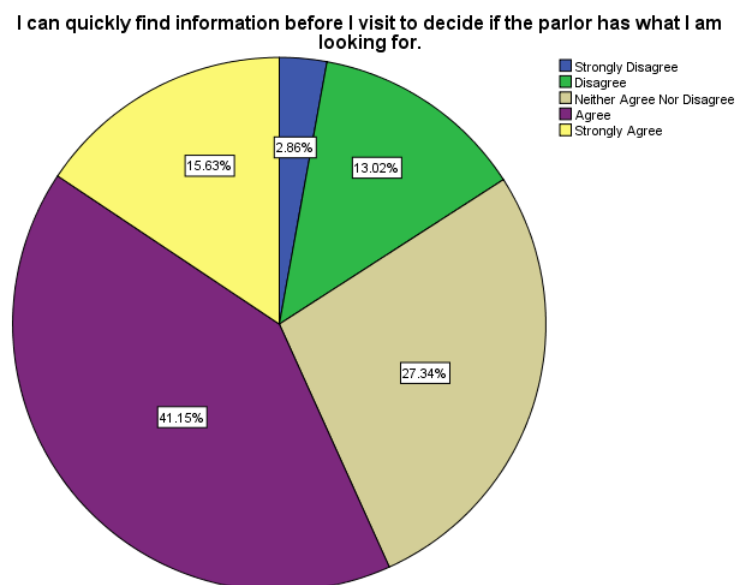


Figure 6.4: Percentage Distribution of DCON 3

41.15% respondents agreed and 15.63% highly agreed that they can quickly find information before they visit, to decide if the salon has what they are looking for. 27.34% neither agreed nor disagreed and the rest 15.88% disagreed and highly disagreed with the proposition.

6.4.2 Access Convenience:

After taking the decision regarding specific service, customers consider the facts regarding location, hours, parking and other facilities, which basically comprise the idea of access Convenience. Here, the mean value is higher for convenient service hour (3.65) and locations (3.64). it is followed by 3.56 value for quick and easy access to the parlor. In Bangladesh, the parking facilities are not available in sufficient manner, which reflects in the value 3.04.

Table 6.8: Mean Value of Decision Convenience Criteria

Access Convenience		Mean Value
4. (ACON1)	I am able to get to the parlor quickly and easily.	3.56
5. (ACON2)	The parlor offers convenient parking.	3.04
6. (ACON3)	The parlor is placed at the convenient locations.	3.64
7. (ACON4)	The parlor offers convenient service hours.	3.65

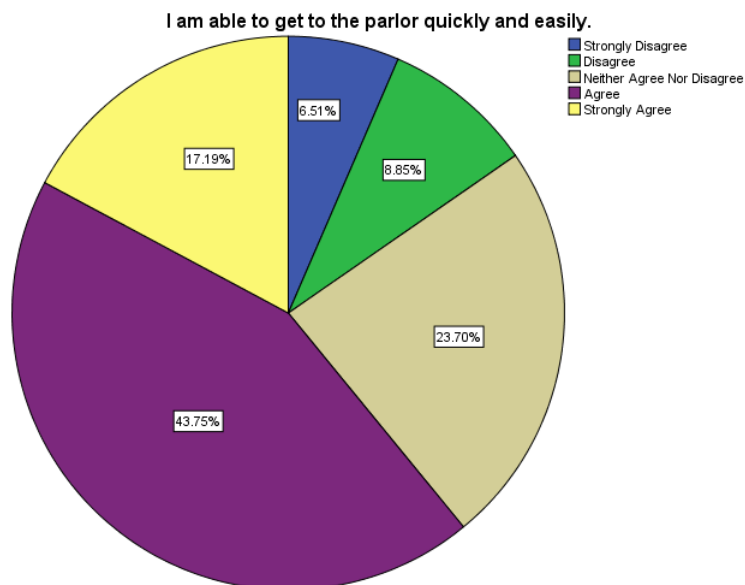


Figure 6.5: Percentage Distribution of ACON 1

43.75% of the respondents strongly agreed that they could get to the parlor easily and quickly while 17.19% strongly agreed with it. 23.70% remained neutral, 8.85% disagreed and 6.51% strongly disagreed with the criteria.

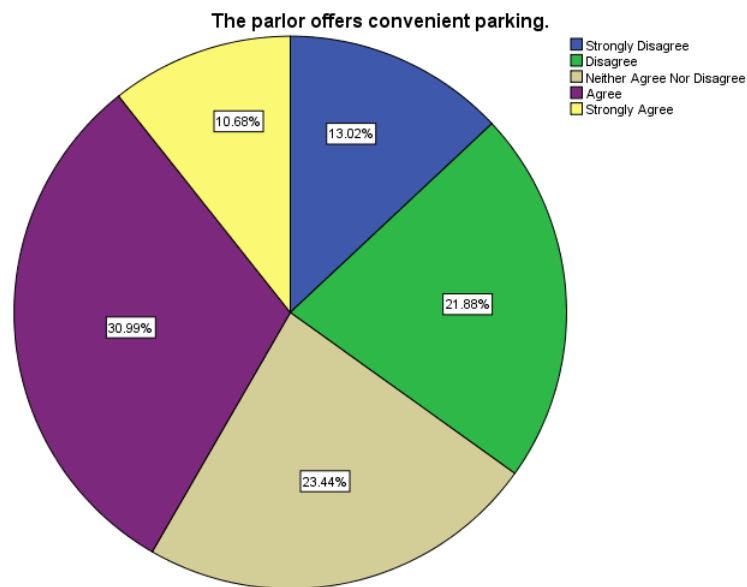


Figure 6.6: Percentage Distribution of ACON 2

Only 30.99% respondents agreed and 10.88% highly agreed that they get convenient parking in the parlors. 23.44% remained neutral followed by almost 34.90% disagreed and strongly disagreed altogether.

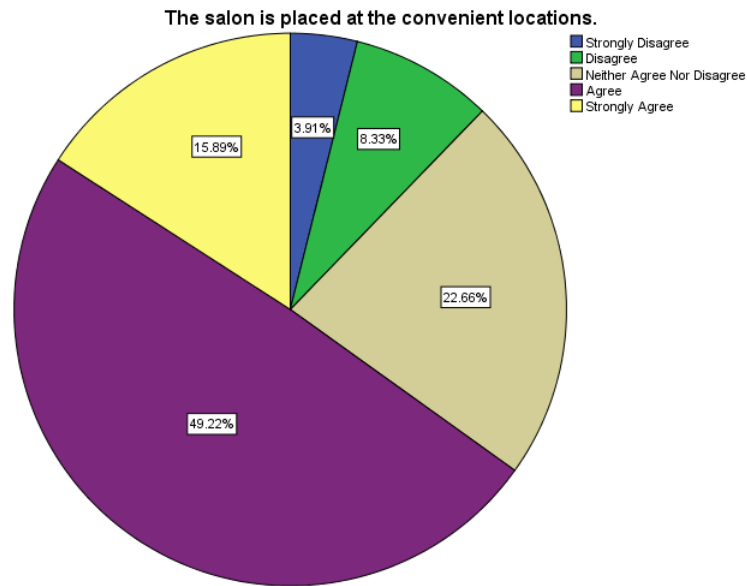


Figure 6.7: Percentage Distribution of ACON 3

49.22% respondents agreed and 15.89% highly agreed that their parlor location is convenient. While only 8.33% and 3.91% disagreed and strongly disagreed respectively. 22.66% respondents neither agreed, nor disagreed with that.

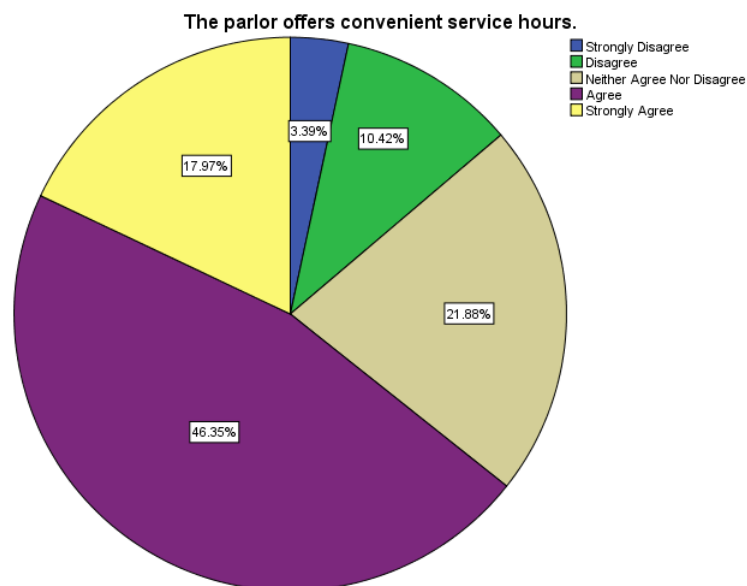


Figure 6.8: Percentage Distribution of ACON 4

46.35% respondents agreed that their parlors offer convenient service hours while 17.97% strongly agreed with that. 21.88% neither agreed nor disagreed. Rest 10.42% and 3.39% disagreed and strongly disagreed with that proposition.

6.4.3 Transaction Convenience:

The transaction convenience deals with the issues like prompt completion of the services, closing the services and easy payment system. Here 3.51 mean value is scored for the easy conclusion of the transaction, while 3.41 for easy completion of services. The issues of taking little time for the payment system got least 3.28 mean.

Table 6.9: Mean Value of Decision Convenience Criteria

Transaction Convenience		Mean Value
8. (TCON1)	I am able to complete my service quickly at the parlor.	3.41
9. (TCON2)	It takes little time to pay for my purchase at the parlor.	3.28
10. (TCON3)	The parlor makes it easy for me to conclude my transaction.	3.51

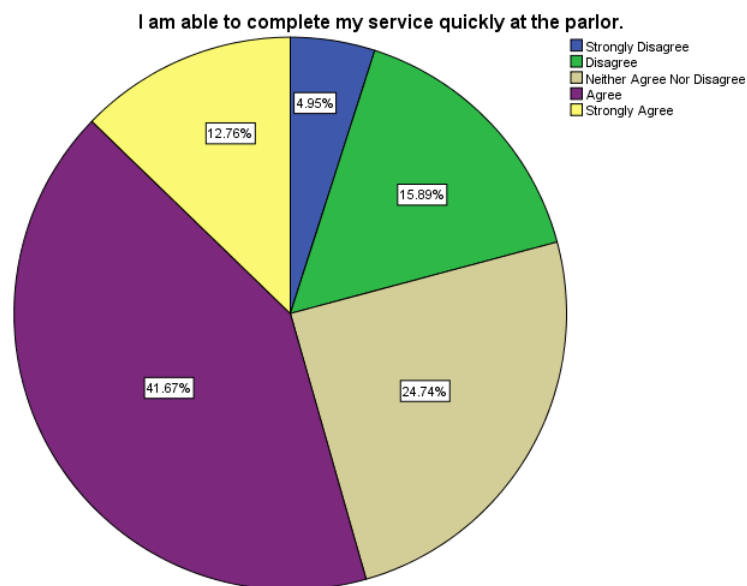


Figure 6.9: Percentage Distribution of TCON 1

41.67% respondents agreed that they can complete their service quickly at the parlor, while 12.76% agreed with that. 24.74% remained neutral on that matter, while 15.89% disagreed and 4.95% highly disagreed.

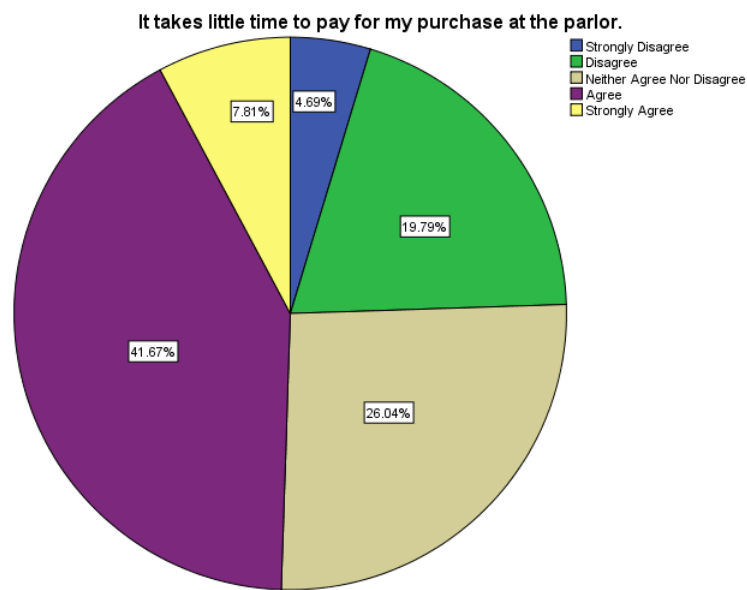


Figure 6.10: Percentage Distribution of TCON 2

41.67% respondents agreed and 7.81% strongly agreed that it takes little time to pay for their purchase at the parlor. 26.04% said they are neutral on that issue. 19.79% respondents disagreed and 4.69% strongly disagreed.

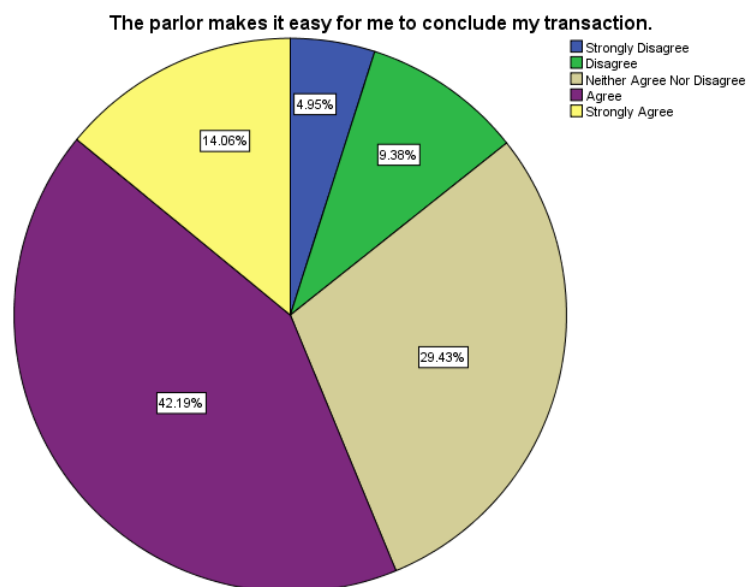


Figure 6.11: Percentage Distribution of TCON 3

42.19% respondents found it easy to conclude their transaction in the parlor while 14.06% strongly agreed with that. 29.43% of the respondents neither agreed not disagreed. The rest 9.38% and 4.95% respectively disagreed and strongly disagreed.

6.4.4 Benefit Convenience:

Benefit convenience is related to the core benefits of the services. The types and variety of the service and the evaluation process is relevant issues to understand this criterion. In this study, 3.77 mean value was found for finding the right services and 3.59 for availability of service advice. 3.56, mean was found for easy evaluation process for the services and 3.49 for locating the service quickly.

Table 6.10: Mean Value of Decision Convenience Criteria

Benefit Convenience		Mean Value
11. (BCON1)	The services I want at the parlor can be located quickly.	3.49
12. (BCON2)	It is easy to evaluate the services at the parlor.	3.56
13. (BCON3)	It is easy for me to get service advice at the parlor.	3.59
14. (BCON4)	I can easily find the services that I am looking for at the parlor.	3.77

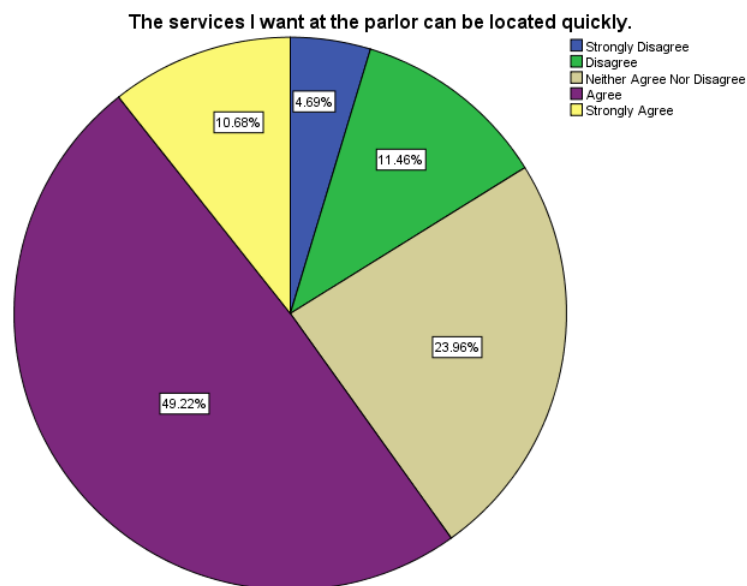


Figure 6.12: Percentage Distribution of BCON 1

Highest 49.22% respondents agreed that they could locate the desired service quickly in the parlor. While 10.68% strongly agreed and 23.96% remained neutral on that issue. 11.46% disagreed and 4.69% strongly disagreed with the proposition.

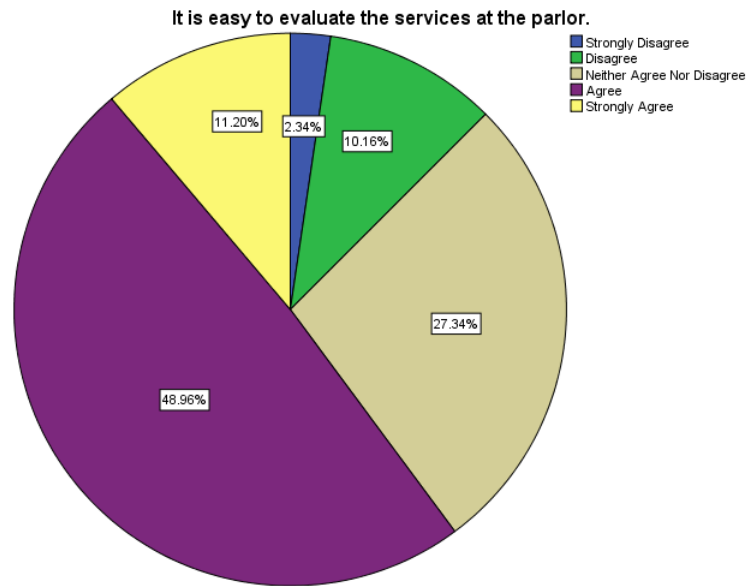


Figure 6.13: Percentage Distribution of BCON 2

With the proposition that service evaluation is easy in the parlor, highest 48.96% agreed, 11.20% strongly agreed and 27.34% remained neutral. 10.16% disagreed with the matter while 2.34% strongly disagreed.

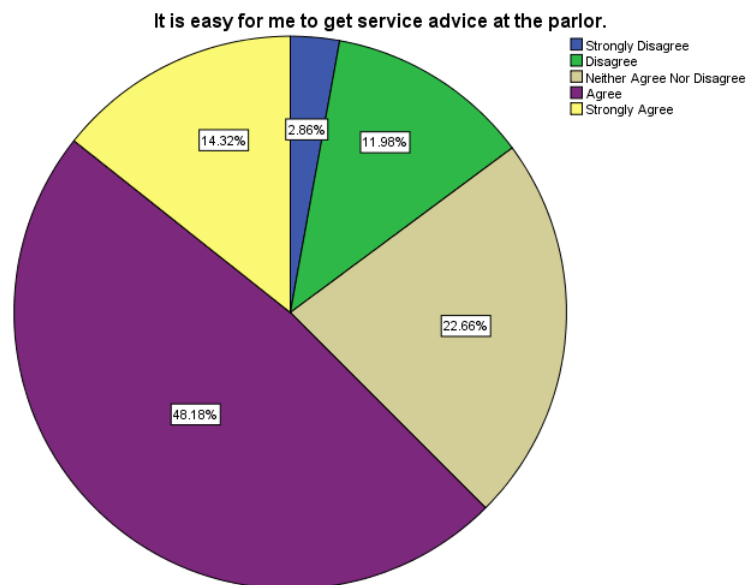


Figure 6.14: Percentage Distribution of BCON 3

48.18% respondents thought it is easy for them to get advice at the parlor followed by 14.32%, who were strongly agreed. 22.66% respondents were neutral while 11.98%, 2.86% were disagreed and strongly disagreed with that.

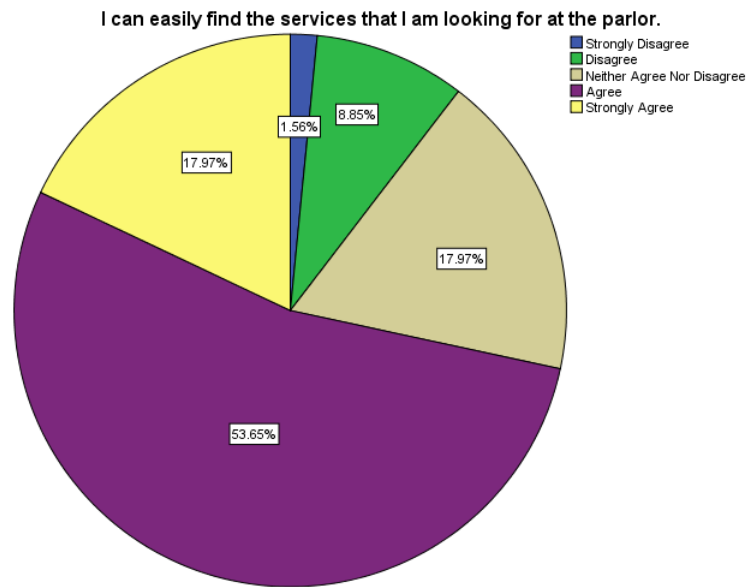


Figure 6.15: Percentage Distribution of BCON 4

Finding the service, they are looking for at the parlor was easy for 53.65% respondents and 17.97% was also strongly agreed with that. 8.85% respondents were disagreed and 1.56% strongly disagreed on that. 17.97% respondents were neutral.

6.4.5 Post-Benefit Convenience:

Customers could still have the need to contact the provider after the completion of sales, mostly to deal with the service complaints or failures and service request and maintenance. All of these are included in the post benefit convenience. Here, 3.59 mean value was scored for easy process to resolve problem, 3.36 for quick service exchange and return and least 3.28 for actually handling the problem quickly.

Table 6.11: Mean Value of Decision Convenience Criteria

Post-benefit Convenience		Mean Value
15. (PCON1)	The parlor quickly resolved any problem that I experienced with the services and products.	3.28
16. (PCON2)	The parlor takes care of service exchanges and returns quickly	3.36
17. (PCON3)	The parlor makes it easy for me to resolve my problem.	3.59

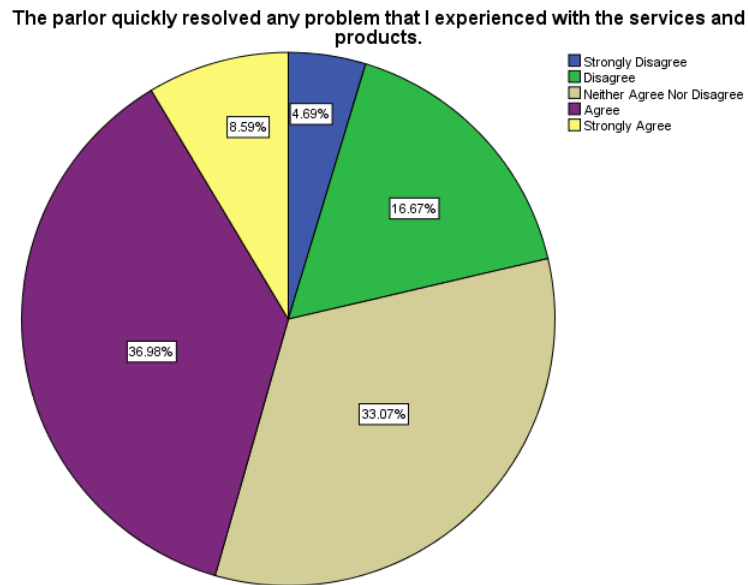


Figure 6.16: Percentage Distribution of PCON 1

The proposition that - the parlors were quick to resolve the problems related to service and products was supported by 36.98% and strongly supported by 8.59% of the respondents respectively. 33.07% neither supported nor opposed that. 16.67% did not support that and 4.69% did not support at all.

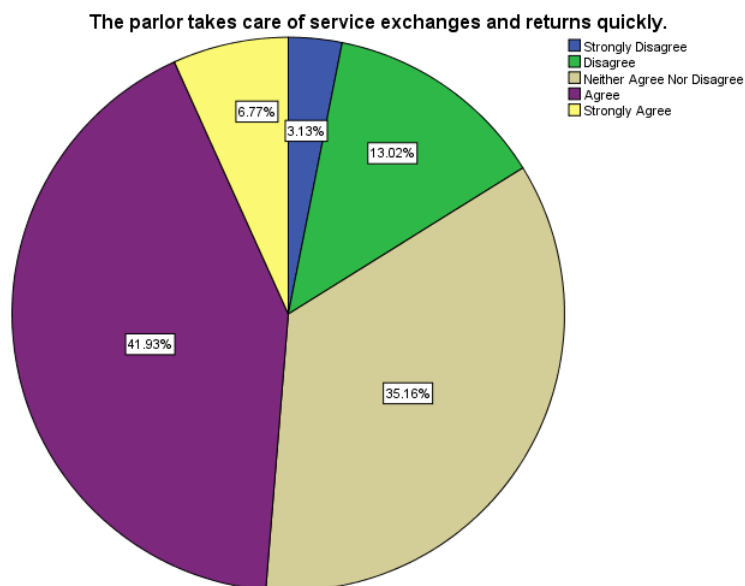


Figure 6.17: Percentage Distribution of PCON 2

41.93% agreed and 6.77% strongly agreed that the parlors take care of service exchange and returns in a quick manner. 35.16% remained neutral and 13.02% disagree and 3.13% strongly disagree.

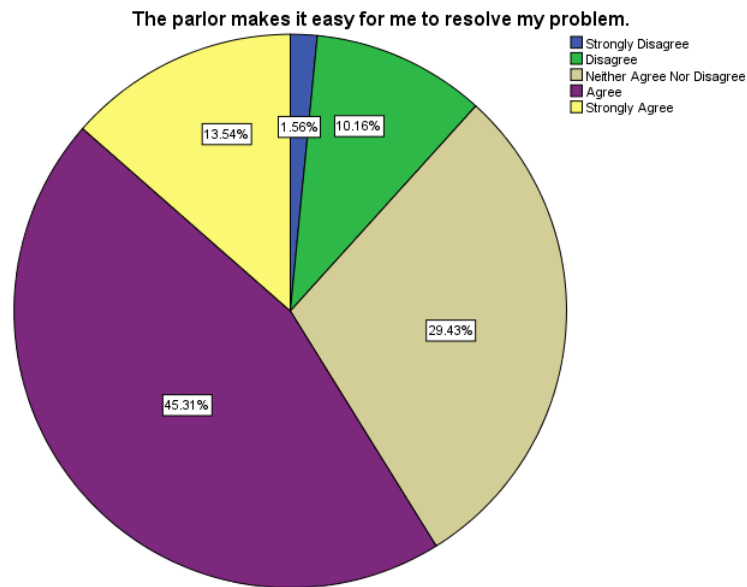


Figure 6.18: Percentage Distribution of PCON 3

45.31% respondents agreed that the parlor makes it easy for them to resolve their problem while 13.54% strongly agreed with that. 29.43% neither agreed nor disagreed. 10.16% disagreed and 1.46% strongly disagreed with that proposition respectively.

6.5 Service Satisfaction Criteria:

The satisfaction criteria have got mean values between 3.56 – 3.70.

Table 6.12: Mean Value of Service Satisfaction

Sl. No.	Service Satisfaction Criteria	Mean Value
1	I am pleased with the overall service of the salon.	3.56
2	Taking service in this salon is a delightful experience.	3.64
3	I am completely satisfied with the service experience of this salon.	3.70

6.6 Service Loyalty Criteria:

The service loyalty criteria have mean values between 3.16 – 3.76. the highest 3.76 mean was scored on the issue of recommending their parlor to others, followed by the parlor represents the values that are important to them with a mean 3.68 mean. The least score was found in case of the price increase issue.

Table 6.13: Mean Value of Service Loyalty

Sl. No.	Service Loyalty Criteria	Mean Value
1	The next time I go to a Beauty Parlor, I am very likely to go to this Beauty Parlor.	3.64
2	I deal exclusively with the Beauty Parlor.	3.54
3	I would continue to visit at the beauty Parlor even if the prices were higher.	3.16
4	I am less likely to say negative things about the Beauty Parlor to other people.	3.56
5	Compared to the Beauty Parlor, there are few alternatives with whom I would be satisfied.	3.55
6	I feel Affiliated with the Beauty Parlor, whenever I visit there to take service.	3.54
7	I would highly recommend the Beauty Parlor to my family and friends.	3.76
8	I think the Beauty Parlor represents the values that are important to me.	3.68

6.7 Hypotheses Analysis:

6.7.1 Hypothesis 1 –

H1: Service convenience has significant positive influence on consumer satisfaction.

H1a: Decision convenience has significant positive influence on consumer satisfaction.

H1b: Access convenience has significant positive influence on consumer satisfaction.

H1c: Transaction convenience has significant positive influence on consumer satisfaction.

H1d: Benefit convenience has significant positive influence on consumer satisfaction.

H1e: Post-benefit convenience has significant positive influence on consumer satisfaction.

Table 6.14: Hypothesis 1 is tested based on the linear regression model.

Hypothesis	β Coefficient s	<i>t</i> Values	<i>p</i> Values	Decision
H1a: Decision convenience ---> Consumer satisfaction	0.19	4.09	0.000	Supported*
H1b: Access convenience ---> Consumer satisfaction	0.12	2.44	0.015	Supported**
H1c: Transaction convenience ---> Consumer satisfaction	-0.033	-0.70	0.483	Not Supported***
H1d: Benefit convenience ---> Consumer satisfaction	0.363	6.38	0.000	Supported*
H1e: Post-benefit convenience ---> Consumer satisfaction	0.226	4.91	0.000	Supported*

* $p < 0.01$ ** $p < 0.05$ *** $p > 0.05$

The results suggest that four out of five service convenience measures have significant effect on customer satisfaction. Specifically, transaction convenience has no effect on customer satisfaction. Decision, benefit and post-benefit conveniences have the strongest effect on the satisfaction construct. Among these, benefit convenience is found to have strong relationship with customer satisfaction. The overall model suggests that service convenience has considerable effect on customer satisfaction ($p < 0.001$). The detail tables are given in Appendix B.

6.7.2 Hypothesis 2 and 3:

H2: Service convenience has significant positive influence on service loyalty.

H3: Consumers' satisfaction mediates the relationship between service convenience and service loyalty.

Hypothesis 2 and 3:

Table 6.15: Hypothesis 2 and 3 are examined by using the PROCESS tool of the SPSS.

Direct effects	β Coefficient s	<i>t</i> Values	<i>p</i> Values	Decision
Service convenience ---> Service loyalty	0.344	6.19	0.000	Supported*
Consumer satisfaction ---> Service loyalty	0.375	9.66	0.000	Supported*

* $p < 0.01$

Table 6.15 shows that service convenience has significant positive influence on service loyalty. Thus, H2 is supported.

Table 6.16: Mediating Effect of Customer Satisfaction

Indirect effect	Effect	BootSE	BootLLCI	BootULCI
Service convenience --->Consumer satisfaction -->Service loyalty	0.311	0.044	0.2285	0.3997

According to (Hayes, 2012), the mediator has significant effect if the bootstrap interval (e.g. BootLLCI, BootULCI) is above zero. Table 6.16 shows that bootstrap intervals are above zero, which suggests that consumer satisfaction mediates the relationship between service convenience and service loyalty.

6.7.3 Hypothesis 4:

H4: Consumers' age, education and profession moderates the relationship between service convenience and their satisfaction.

For this test, SERVCON variable was generated from the individual measures of the SERVCON. Then, SERVCON was used as the independent variable and satisfaction as dependent. The regression using the process macro was carried out three times for the three consumer characteristics: age, education, and profession. The detail tables are given in Appendix B.

Table 6.17: Age as a moderator:

	R2-chng	F	df	p
X*W	.0159	9.2765	380.0000	.0025

X*W shows interaction between the SERVCON (X) and the moderator per.age (W).

The results suggest that age moderates the relationship between SERVCON and customer satisfaction at $p < 0.005$.

Table 6.18: Education as a moderator:

	R2-chng	F	df	p
X*W	.0041	2.3369	380.0000	.1272

The results indicate that customers' educational background has no moderating effect on the relationship between SERVCON and customer satisfaction. The moderating influence was found insignificant at $p > 0,10$.

Table 6.19: Profession as a moderator:

	R2-chng	F	df	p
X*W	,0152	8,8977	380,0000	,0030

The results indicate that consumers' professional background has significant effect on the relationship between SERVCON and customer satisfaction. The relationship was found significant at $p < 0,005$.

7.0 Introduction:

Case Studies help us to understand the practical aspects of a sector. This chapter comprises of two case studies, one is about Persona Hair and Beauty Care Ltd. by Kaniz Almas Khan and another one is about Red Beauty Parlor and Salon by Afroza Parveen. They are representative of two generation of beauty care sector. The chapter is written based on information found in the in-depth interview of the beauticians and other available relevant information regarding their organization.

7.1 Persona Hair and Beauty Ltd.

Kaniz Almas Khan, the CEO of Persona Hair and Beauty Ltd. is the most prominent Aesthetician of Bangladesh. With the largest beauty care service setup in the country, she is an institution herself. The dynamic Almas is an inspiration to numerous teenagers, adult women and even men as she rescues them from beauty and fashion problems and guide the trend of beauty in the country. Kaniz Almas and her salon Persona have taken grooming to a whole new level in the country. A graduate in history from The Eden Girls College, Kaniz Almas Khan is a beauty enthusiast from her early age. She was fond of beauty and used to groom herself and the people around at home and acquaintances. After taking training on beauty care, she started working in a small set up. In the beginning it was not Persona but Glamour. In 1990, she started her parlor Glamour in a 200 square feet room of her house, located at Kolabagan, Dhanmondi. She took two lacks taka loan from Microcredit Industries Development Assistance and Services. On that time, she got only 5 employees.

In 1998 Persona opened its door. It had 12 assistants working in an area of 1,700 sq feet in a location at Dhanmondi 27. By 2002 it was extended to 3,400 sq feet with 20 employees. With quality service and professional outlook, Persona becomes popular among the young girls of Dhaka. In 2004, Persona brings famous hair stylist Javed Habib and associated with their salon. This was also a trend setter of that time. Persona has traveled a long way from its beginning. Now in total, it has 22,000 sq feet capacity in their Dhanmondi Outlet. Altogether they have 11 outlets, 9 in Dhaka, 1 in Chittagong and 1 in Sylhet. These parlors accommodated around 3000 employees, 98% of them are women. Ms. Almas considers

these heard working employees as the key to success to her organization. Mothers, housewives, students, professionals and brides -- all kinds of people from the age group of 18-40 come to Persona. This salon, with its spa, health care (for mind and body), and other facilities has an instant appeal to the fashion-conscious.

Ms. Almas took professional training from India, Thailand and many other countries. She, along with Persona has got many rewards as recognition of their good work. Ms. Almas was awarded for the best entrepreneur at a program in Singapore, organized by the Standard Chartered Bank. Other than that, she bagged Brand Leadership Award for her work in the World Brand Congress held in Mumbai. As she says about her work, "It is a fulfilling profession to bring out the beauty in girls. It feels really great. I never thought I would do it professionally, but here I am."

In her entrepreneurial journey, Ms. Almas has faced many obstacle and problems. Firstly, she found it very difficult to find rented house for parlor business. Suitable place is not easy to manage. Owners of the building often are not willing to rent it to parlors and that is a huge pressure for a starter. Secondly, ensuring the safety and security issues of the girls are a real challenge. Thousands of women are working in her organization. Managing their safe accommodation and other facilities is a difficult job. Finally, maintaining the high rate of VAT is a problem for this sector. Beauty parlor has to pay 15% VAT, which is quite a high rate comparing to other industries. All these factors are considered as obstacle and challenges that they have to face while running a parlor.

About her future plans, she says, "The beauty sector has become organized, but it needs to get stronger. The service needs to be much better and more professional. We need to reach out to the whole world. The standard should be international." Persona now have a fashion and lifestyle magazine "Canvas", a gym for women and a beauty care training institute for beauty care courses. Kaniz Almas Khan is involved in different government projects that work to develop skilled women in this sector. Persona is also well-known for its Corporate Social Responsibility. They have worked for the betterment of indigenous women, acid survivors and other vulnerable group of the country. She is a true leader in all aspects.

7.2 Red Beauty Parlor and Salon

Afroza Parveen, the CEO of Red Beauty Parlor and Salon, is the young icon of the beauty care industry. She is the most promising of the second generation beautician of Bangladesh. With an educational background in Accounting, Ms. Parveen had no prior idea of coming to this sector. However she always loved to be beautiful and makes others beautiful. From her personal interest and enthusiasm; she started to work as a makeup artist in 2007. She took some training before that. On that time, she worked as a free lance makeup artist and got popularity among the celebrity and corporate sector for her skills.

With the support and demand of her clients, she started her venture Red beauty parlor and salon in 2009. This was a big decision for her. On that time, she was all set to step towards leaving the country and migrate to Canada. But the dream of being a beauty care entrepreneur and contribute to the country, she has to postpone her previous plan and stick to the new one. Then she took training from Bangalore, where she got offer for work. But she always prefers to work in her home country. Ms. Parveen has to cross a difficult way through as she did not know any details of this parlor business. As she said, “It was learning by doing process for me. I had to learn from my failure”.

The major challenges that she faced was a few in number. Firstly, the same problem of facing difficulties in renting house was there. It took quite a long time for her to set the outlets. Another problem of the sector is that, the service and price highly varies from parlor to parlor. People at bare eyes often do not understand the underline impact of cheap service and thus rush for it. She feels that it is high time for the industry to set a quality and price standard. Finally, founding educated, experienced and skilled women for the parlor job is not easy. There are still some social stigma remains regarding working in this sector and the parlor suffers for lack of expertise. Women should come to this industry more and with proper training.

Within the struggle, Afroza parveen still manages to expand her services to three outlets in Dhaka namely at Banani, Mohammadpur and Banashi. She thinks that it her hard work and

determination that makes it possible to reach her dream. Ms. Afroza, along with her business partner, established a foundation name “Uzzala”. This foundation operates in many districts of Bangladesh and provides beauty care training for the girls, who want to start their career in this sector both as employee and entrepreneur. In future Afroza Parveen wants to work in a more dynamic manner. She emphasis on the quality of work and believes that confidence and professional mind set can take her to the point she always dreamed to reach for.

These case studies could be inspiring for the young entrepreneurs who want to work in this sector. They can prepare their mindset and accordingly face the challenges and overcome them efficiently.

8. Conclusion:

Beauty care service is a significant and growing industry of Bangladesh. In terms of revenue and employment generation, the importance of this sector is inevitable. But from academic perspective, this sector remains less explored to the researchers. Consumers are now convenience conscious and this it is true for beauty care industries as well. So, examining the interrelation of service convenience, service satisfaction and service loyalty is a time demanded need.

Service convenience is conceptualized as a multidimensional construct that incorporates several dimensions to investigate consumers' time and effort perceptions related to service consumption. Even though some of the previous studies identified the antecedents and consequences of service convenience, but none of these studies investigated the interconnectivity of service convenience on service satisfaction and service loyalty and the influence of consumer characteristics as the moderators. Especially not in beauty care sector. On this basis of this rationale, this study aims to test the affect of service convenience on service loyalty in the presence of age, education and profession of the consumers as the moderators.

It is observed that most of the clients of the beauty parlors are young and belong to the 18-34 age groups. As per educational level, most of them are graduates and profession wise, students and service holders dominated most. Some of these clients visit several parlors to try different services. Word-of-mouth and social media are the main means of communication for them.

The findings indicate that the dimensions representing the service convenience construct and the service loyalty are significant on their own for beauty care sector. Four out of five service convenience measures have significant effect on customer satisfaction. Transaction convenience has no effect on customer satisfaction. Decision, benefit and post-benefit conveniences have the strongest effect on the satisfaction construct. Among these, benefit convenience is found to have strong relationship with customer satisfaction. It is also evident that in beauty care sector of Bangladesh, consumer satisfaction mediates the relationship between service convenience and service loyalty. Several similarities and differences in the findings are observed while investigating the moderating roles of

consumer characteristics between service convenience-service loyalty relationships. It is found that consumer characteristics like age and profession moderates the relationship between SERVCON and customer satisfaction while education, has no moderating effect on that relationship.

These findings can significantly contribute to the betterment of the sector. Several future research propositions can be drawn based on the results of this current study that would provide further opportunity to extend studies on service convenience and its consequences.

9. Recommendations

In Bangladesh, service sector has the highest contribution to the GDP. Beauty care sector is booming in our country and it has a significant social and economic impact on us. From the study, several recommendations could be inferred that can contribute to the improvement of this sector.

Beauty parlors should consider service convenience as a major factor for long run satisfaction and loyalty. They should ensure the five dimension of service convenience for their customers. They should apply this knowledge to design and develop their service properly. High-end parlors should ensure Decision Convenience by providing proper access to information to facilitate the ease of decision making of the clients. Beauty parlors should take care of Access Convenience through improving personal or technological interaction. Convenient physical location, flexible operating hours, availability in person, telephone and online based access etc. should be practiced by the beauty parlor. They should make the Transaction procedure easy to understand and conduct.

Customers are highly influenced by the core benefit of the service. Thus the service quality must be maintained along with timeliness. Post-Benefit Convenience nevertheless is often ignored. But according to this study the high end beauty parlors are recommended to take care of post purchase convenience. This type of convenience involves the need to contact the provider after the sale and initiates service complaints or failures, request maintenance etc. So the parlors should develop a failsafe strategy for their services. They should also develop proper complain handling and service recovery strategies for the clients. Parlors should customize their services base on age group and other demographic and psychographic characteristics to ensure customer satisfaction and loyalty.

Customers are the driving forces for increasing revenue and market share, so parlors should try to satisfy their customers through higher quality services and ensure service convenience. This effective way will not only help to achieve competitive advantages, but also to make those advantages sustainable.

10. Academic and Managerial Implication

This study has significant contribution in the area of beauty care related researches in Bangladesh. Since the sector remain almost unexplored, this research could be used as a baseline study for designing further researches like this. On the other hand service convenience is also considered as a new concept for us and its relationship with satisfaction and loyalty is a meaningful context for service industry. So, this research model could be tested to other service scenario, if needed. The mediating effect of satisfaction on the relationship between service convenience and loyalty is a new thought which could also be tested in other academic studies. The moderating effect of consumer characteristic by using advance statistical tools added a new dimension to the service convenience context. This thought could be replicated to further investigate and understand the dynamics of other sectors of service industry.

As per the managerial implications, this study can help the existing parlors and the future entrepreneurs to understand the variables of service convenience and their relationship with other aspects, in more appropriate manners. The findings of this study could be useful for the improvement of their quality and customers satisfaction, which in return would contribute to better revenue generation. It would help them to take decision regarding the accessibility of information, service hours, outlet locations, facilities, transaction processes and post transaction interactions etc. Acknowledging the importance of ensuring service convenience would probe the organization to think more from the clients' perspective. All these together can create a satisfactory and loyal group of clientele for the high-end beauty salons in Bangladesh and other developing countries. Likewise other service organizations could also get benefit from the findings of this research.

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Appendix A

Distribution Details of the Parlors Category

Sl. No.	Name of the Parlors	Frequency	Percent
1	Persona	87	22.7
2	Farzana Shakil's Makeover Salon	38	9.9
3	Woman's World	27	7
4	Dreams Hair and Beauty Corner	22	5.7
5	RED Beauty Parlour & Salon	19	4.9
6	Stylee Parlour	17	4.4
7	Lee Beauty Parlour	12	3.1
8	Que Bella	9	2.3
9	Hairobics	8	2.1
10	Geetee's Beauty Parlour	7	1.8
11	Women's Doll	7	1.8
12	Hong Kong Beauty Parlour	6	1.6
13	Ming Beauty Parlour	6	1.6
14	Priyanka Beauty Parlour	6	1.6
15	Golden Girl Hair & Beauty	5	1.3
16	La Belle Beauty Salon	5	1.3
17	Tulip Beauty Corner	5	1.3
18	Woman's Care Beauty Parlour	5	1.3
19	Beyond Beauty	4	1
20	Red Rose Beauty Parlour	4	1
21	Women's Choice Beauty Parlour	4	1
22	Zaara's Beauty Lounge	4	1
23	Apsara Beauty Parlor	3	0.8
24	Barsha Beauty Parlour	3	0.8
25	Bindia	3	0.8
26	Eves Beauty Parlour	3	0.8
27	Frill's Beauty Parlour	3	0.8
28	Gala Makeover Studio	3	0.8
29	Harmony Spa	3	0.8
30	Prive Salon and Spa	3	0.8
31	Saj Beauty Parlour	3	0.8
32	Sheila's Makeover	3	0.8
33	The Powder Room	3	0.8
34	Total Care Salon	3	0.8
35	Aparupa Beauty Parlor	2	0.5
36	Aura Beauty Lounge	2	0.5
37	Dreams Beauty Parlor	2	0.5
38	Fairy Beauty Parlour and Spa	2	0.5
39	Fairy Herbal Beauty Parlor	2	0.5
40	Jannat Herbal Beauty Parlor	2	0.5
41	Jesica Beauty Parlour	2	0.5
42	Perfect Beauty Parlour	2	0.5

43	Roozmo Beauty Parlour	2	0.5
44	Studio 2000	2	0.5
45	Ayesha's Makeover Salon & Spa	1	0.3
46	Bow Mon Beauty Parlour	1	0.3
47	Disha Beauty Parlour	1	0.3
48	Fair Lady Beauty Parlour	1	0.3
49	Femina Beauty Parlour	1	0.3
50	Glorious Beauty Care and Spa	1	0.3
51	Lush Look Beauty Parlour	1	0.3
52	Mimu Beauty Parlour	1	0.3
53	Muna Harbal Beauty Parlour	1	0.3
54	New Dream's Beauty Parlour	1	0.3
55	Nice Fair Beauty Parlor	1	0.3
56	Oishee Beauty Parlour	1	0.3
57	Perfect Beauty Parlor	1	0.3
58	Powder Room	1	0.3
59	Prova's Makeover & Beauty Parlour	1	0.3
60	Purple Beauty Lounge	1	0.3
61	Rumpa Beauty Parlor	1	0.3
62	Style Beauty Parlour	1	0.3
63	Vibes	1	0.3
64	Women's Pride	1	0.3
65	Women's World	1	0.3
	Total	384	100

Distribution Details of the Parlors Category

Sl. No.	Location	Frequency	Percent
1	Dhanmondi	180	46.9
2	Gulshan	34	8.9
3	Wari	27	7.0
4	Banani	20	5.2
5	Mohammadpur	20	5.2
6	Uttara	16	4.2
7	Mirpur	15	3.9
8	Jatrabari	10	2.6
9	Kakrail	7	1.8
10	Lalbagh	7	1.8
11	Shantinagar	7	1.8
12	Narayanganj	6	1.6
13	Begum Rokeya Sarani	5	1.3
14	Moghbazar	5	1.3
15	Rampura	5	1.3
16	Kalabagan	4	1.0
17	Bashundhara R/A	3	.8
18	Azimpur	2	.5
19	Baily Road	2	.5
20	Gandaria	2	.5
21	Khilgaon	2	.5
22	Elephant Road	1	.3
23	Farmgate	1	.3
24	Jurain	1	.3
25	Kalyanpur	1	.3
26	Mohakhali	1	.3
	Total	384	100.0

Appendix B

- **Multiple regression for the relationship between SERVCON and consumer satisfaction:**

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	78.971	5	15.794	47.320	.000 ^b
	Residual	126.166	378	.334		
	Total	205.138	383			

a. Dependent Variable: SAT

b. Predictors: (Constant), PCON, ACON, DCON, TCON, BCON

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.563	.208		2.707	.007
	DCON	.193	.047	.187	4.093	.000
	ACON	.115	.047	.117	2.442	.015
	TCON	-.033	.048	-.035	-.703	.483
	BCON	.363	.057	.324	6.378	.000
	PCON	.226	.046	.227	4.914	.000

a. Dependent Variable: SAT

The results suggest that four out of five service convenience measures have significant effect on customer satisfaction. Specifically, transaction convenience has no effect on customer satisfaction. Decision, benefit and post-benefit conveniences have the strongest effect on the satisfaction construct. Among these, benefit convenience is found to have strong relationship with customer satisfaction (Beta=0,324). The overall model suggests that service convenience has considerable effect on customer satisfaction (F=47,32, p<0.001).

- **Age as a moderator:**

Model	coeff	se	t	p	LLCI	ULCI
constant	-.5334	.4624	-1.1535	.2494	-1.4427	.3758
SERVCON	1.1864	.1310	9.0547	.0000	.9288	1.4441
per.age	.7147	.2354	3.0357	.0026	.2518	1.1776
Int_1	-.2029	.0666	-3.0457	.0025	1.3339	-.0719

- **Education as a moderator:**

Model	coeff	se	t	p	LLCI	ULCI
constant	-.6717	.8970	-.7488	.4545	-2.4955	1.0921
SERVCON	1.1993	.2490	4.8169	.0000	.7098	1.6889
per.age	.4808	.3015	1.5946	.1116	.1120	1.0736
Int_1	-.1277	.0835	-1.5287	.1272	-.2920	.0366

- **Profession as a moderator:**

Model	coeff	se	t	p	LLCI	ULCI
constant	-.3335	.4119	-.8097	.4186	-1.1434	.4764
SERVCON	1.1265	.1156	9.7461	.0000	.8992	1.3537
per.age	.6182	.2083	2.9681	.0032	.2087	1.0277
Int_1	-.1737	.0582	-2.9829	.0030	-.2881	-.0592

Appendix C

Questionnaire: Service Convenience and Satisfaction

Dear Respondents, I am an M Phil. Researcher, working on a thesis titles, Impact of Service Convenience in the Beauty Care Service Industry: A Study on the High End Parlors. For this research purpose, I need some information related to the beauty parlor and beauty care services from you. The information collected will be used for academic purpose only and will be kept anonymous and confidential. Thanks for your cooperation.

For each statement, please put a tick (✓) in the adjacent cell that best describes your opinion. SCALES: 1 Strongly Disagree, 2 Disagree, 3 Neither Agree nor Disagree, 4 Agree, 5 Strongly Agree

Sl. No.	Service Convenience	1	2	3	4	5
Decision Convenience						
1.(DCON1)	I can easily determine prior to visit whether the Salon will offer what I need.					
2. (DCON2)	Deciding to take service at the salon is quick and easy.					
3. (DCON3)	I can quickly find information before I visit to decide if the salon has what I am looking for.					
Access Convenience						
4. (ACON1)	I am able to get to the salon quickly and easily.					
5. (ACON2)	The salon offers convenient parking.					
6. (ACON3)	The salon is placed at the convenient locations.					
7. (ACON4)	The salon offers convenient service hours.					
Transaction Convenience						
8. (TCON1)	I am able to complete my service quickly at the salon.					
9. (TCON2)	It takes little time to pay for my purchase at the salon.					
10. (TCON3)	The salon makes it easy for me to conclude my transaction.					
Benefit Convenience						
11. (BCON1)	The services I want at the salon can be located quickly.					
12. (BCON2)	It is easy to evaluate the services at the salon.					
13. (BCON3)	It is easy for me to get service advice at the salon.					
14. (BCON4)	I can easily find the services that I am looking for at the salon.					
Post-benefit Convenience						
15. (PCON1)	The salon quickly resolved any problem that I experienced with the services and products.					
16. (PCON2)	The salon takes care of service exchanges and returns quickly					
17. (PCON3)	The salon makes it easy for me to resolve my problem.					

Service Satisfaction						
18. (SS1)	I am pleased with the overall service of the salon.					
19. (SS2)	Taking service in this salon is a delightful experience.					
20. (SS3)	I am completely satisfied with the service experience of this salon.					

Service Loyalty						
21. (SL1)	The next time I go to a Beauty Parlor, I am very likely to go to this Beauty Parlor.					
22. (SL2)	I deal exclusively with the Beauty Parlor.					
23. (SL3)	I would continue to visit at the beauty Parlor even if the prices were higher.					
24. (SL4)	I am less likely to say negative things about the Beauty Parlor to other people.					
25. (SL5)	Compared to the Beauty Parlor, there are few alternatives with whom I would be satisfied.					
26. (SL6)	I feel Affiliated with the Beauty Parlor, whenever I visit there to take service.					
27. (SL7)	I would highly recommend the Beauty Parlor to my family and friends.					
28. (SL8)	I think the Beauty Parlor represents the values that are important to me.					

29. How long are you visiting the salon: _____ year

30. Do you visit more than one Salon? ☐ Yes ☐ No

31. If Yes, Then what is the reason (Please Specify)?

32. From which sources, do you know the information of that Beauty Parlor (Answer can be multiple)?

- ☐ From Their Outlet
 ☐ Through Phone Call
 ☐ Website
☐ Facebook Page
 ☐ Advertisement
 ☐ Word-of-mouth

Personal Information

Age: ☐ 18 -24 ☐ 25-34 ☐ 35-44 ☐ 45-54 ☐ 55-64 ☐ 65+

Education: ☐ SSC ☐ HSC ☐ Graduation ☐ Masters

Profession: ☐ Students ☐ Service Holder ☐ Businessman ☐ Others (Please Specify) _____

Name of the Salon, She visits: _____ Location of the Salon: _____

Name of Respondent: _____ Contact No.: _____

Thanks for your kind cooperation