

Identifying the Decision Criterion for Choosing Beauty Parlor and Salon: A Marketing Communication Perspective

Syeda Shaharbanu Shahbazi¹, Husain Salilul Akareem²

¹(BRAC University, Bangladesh)

²(BRAC University, Bangladesh)

ABSTRACT : *It is imperative to attain a competitive edge by designing a sustainable value proposition. Communication has an undeniable role in influencing the perceived service value by consumers. A study has been conducted on different beauty salons in order to identify the service quality dimensions which would work as the point of communication to develop relationship with the customers. Exploratory factor analysis was used to measure grouping among variables indicating the decision criteria dimensions on choosing beauty salons. According to the study, customers give highest preference on the service quality as a choosing criterion and employee competency, Brand image and Pricing comes consecutively on the line. The study has also explored the association of demographic variables with level of perceptions of decision criterion. Among the demographic variables, educational qualifications and monthly expenditure of the respondents have direct influence on the level of perceptions where as the other demographic variables have only shown indirect association. The insights from the research have strong managerial implications for designing their value proposition to make it more sustainable.*

KEYWORDS : *Decision criteria, beauty parlor and salon, service quality, employee competencies, brand image, pricing*

I. INTRODUCTION

Call it a generalized halo effect or immature human perception we cannot deny that being beautiful matters: Beautiful people get better marks in school, better jobs and better care by the doctors. Sydney Katz (1995) in her extensive research into “The Importance of Being Beautiful” has confirmed the idea that beautiful people fares better in every aspects of life compare to his/her less appealing counterparts. This concept is also strongly prevalent in Bangladesh social culture. We are still under a myth that beauty equates with success. At social level, physical beauty is an advantage as being beautiful gives a person much more confidence. Even it has been shown that being attractive can give a person up to 10 fold increases in getting married (Young, 2011). Physically attractive job candidates whose qualifications are similar to those of less attractive candidates are more likely to be hired for the same job (Gilmore, Beehr, & Love, 1986). Thus spending for personal care is more of a necessary now. It’s because being beautiful has a significant importance at personal, social and professional level. This has been reinforced by the economy growth of the country. The economy of Bangladesh has grown 5-6% per year since 1996. More than half of GDP is generated through the service sector. The beauty care industry is one of the fastest growing industries of our country. Lifestyles have changed; people are realizing the importance of good health and presentation and thus becoming more and more concerned about their health and beauty. People have more access to information and media, which makes them more conscious about their well-being, leading to a change in perception. 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). Thus, 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. It has become very critical for these salons to identify the dimensions of services on which the clientele give most emphasis in order to decide on the quality and thus work harder to excel on those ground in order to attain the competitive edge. There has been evidence that, when customers’ perceptions of service quality are positive, the behavioral intentions are favorable, which strengthens their relationship with the organization (Zeithaml & Bitner, 2003). On the other hand, when service-quality assessments are negative, the customers’ behavioral intentions are unfavorable (Kouthouris & Alexandris, 2005).

This paper attempts to identify those dimensions of services provided in beauty salons which help to build up better relationship with the customers. In the context of service delivery, this is quite appropriate as 'services are seen as processes cogenerated together with the consumer, and all contact points between the consumer and the service company are moments-of-truth' (Grönroos, 1987). From establishing relationship to making customer loyal *communication* plays the most important role. According to Grönroos (1994), it is the central means to reach the desired customers which leads to transferring information in both directions.

II. LITERATURE REVIEW

The value of communication is an integral part of the perceived service value by consumers in any interaction with the company, both personal and media based (Heinonen & Strandvik, 2005). When an employee has an interaction with the customer, every contact point communicates something about the organization and its products. To the firm, a service encounter represents an opportunity to demonstrate quality, to build trust and commitment between the firm and the customer, and to increase customer loyalty through relationship building (Bitner, 1995). Building relationships with customers is an important part of conducting business and, arguably, the existence of most businesses depends on establishing sound relationships with their clientele (Gremler & Gwinner, 2000; Bitner et al., 1990). Negi and Ketema (2010) analyzed the modern marketing literature and identified the key driver of relationship Marketing. According to them these key drivers are trust, commitment, conflict handling, and communication or sharing information with customers. Through their study they examined the association between the relationship quality and loyalty of customers in mobile telecommunication industry. The first driving force of relationship marketing is trust. Grönroos (1994) emphasized on the use of resources by the provider in such a manner as if customers can trust on them. Moorman et al. (as cited in Grönroos, 1994) defined the Trust in relationship marketing in two step procedures. First step is developing belief of customers which comes from expertise, reliability, and other aspects of partners. Second step is the intention or behavior of customers reflecting dependency on partner to avoid uncertainty or ambiguity. Another important aspect to build and maintain relationship with customers is commitment enhancement. According to Henrik Calonijs (as cited in Grönroos, 1994) giving promises may initially attract customers, but if not maintained properly proper relationship cannot be maintained. Achieving customer satisfaction and long-term profitability through customer retention is possible only by providing constant value which was promised, and sometime going beyond that level.

According to Kumar et al. (2009) high quality of service can result in high customer satisfaction and increases customer loyalty. Fred Reichheld, one of the most influential writers on brand loyalty, claimed that enhancing customer loyalty could have dramatic effects on profitability as it has been found that longer tenure or staying as a customer for longer—was said to be lower sensitivity to price (Boundless). True brand loyalty exists when customers have a high relative attitude toward the brand which is then exhibited through repurchase behavior. In order to create loyal customers the perceived values of the services have to be increased. For a firm to deliver value to its customers, they must consider what is known as the "total market offering." This includes the reputation of the organization, staff representation, product benefits, and technological characteristics as compared to competitors' market offerings and prices. Value can thus be defined as the relationship of a firm's market offerings to those of its competitors (Boundless). From the customers' perspective, service encounter provides evidence of the level of service quality delivered by the provider, and these result in the customer's overall evaluation of, and future intentions towards, the service firm. Furthermore, from the organization's perspective, each service encounter provides the opportunity to improve the current level of quality delivered to the customer, thus increasing customer satisfaction and loyalty. The implicit assumption in the quest for customer satisfaction and service quality is that there is a link between positive evaluation and repurchase behavior (Zeithaml et al., 1996). As a consequence, understanding how and what aspects of the service product impact on customers' evaluation is a critical first step.

However, the value in the marketplace varies from place to place as well as from market to market, and there are parallels between cultural expectations and consumer expectations in relation to perceived value. For example, a consumer in Japan might value a pizza topped with tuna more so than one topped with pepperoni (Boundless). It is commonly known that employees' display of affective characteristics, such as friendliness, responsiveness, and enthusiasm, positively influence customers' overall evaluation of service consumption experiences and perceptions of service quality. Further, we are aware that employees' verbal behavior during an encounter (such as words of greeting and courtesy) affect customer perceptions of employee friendliness and consequently enhance the perceived quality of the service interaction (Elizur, 1987). Customers should feel that the firm which communicates with them shows a genuine interest in them and their needs, requirements, and

value systems and in a convincing way argues for products, services, or other elements of the total offering (Jain et al., 2009). On that account, in order to grasp the thorough knowledge on total market offering it is essential to know about the present status of the beauty care industry of Bangladesh. It is essential to know who are the main customers of these parlors and which dimensions of services do they consider as a component which has an influence on their decision making and control their behavioral pattern. Very few studies have been made on this ground and a little information of its evaluation and customer of Bangladesh Market is available. The previous researches on Bangladesh Market were on the following topics:

The purposes of this study are to assess the importance of different attributes of customer's preference, evaluate the service quality level and the extent of customer satisfaction and reveal the final factors that create customer satisfaction. (Khan & Tabassum, 2010- 2011) To understand the customers' demographic profile, service consumption and spending pattern, assess the importance of different attributes that the customer consider while choosing a salon and reveal the final factors that are important for selecting a salon (Khan & Tabassum, 2011). As we can conclude that the earlier research works have focus on the service quality level and customer satisfaction and their spending patterns only on the High end beauty salons for female. We have carved the niche on finding the out those features in terms of value proposition emphasizing on which customer relationship can be constituted and we have included all range of parlor situated in Dhaka City and regardless of gender.

III. OBJECTIVE

- [1] To identify the service quality dimensions which work as the point of communication in order to develop relationship with the customers.
- [2] To study the association between service quality factors and the customer profile variables.

IV. INDUSTRIAL HISTORY

The history of personal care industry in Bangladesh is less than a century old. As stated in Star Lifestyle (2009) till 70's only the Chinese women were seen to be in charge of this industry. Some of the dominating names from that era were the May Fair, Lee Beauty parlor and Hong Kong Beauty parlor. In the beginning the customers were foreigners living in Dhaka, few movie stars and singers from the media world. 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 Zerina Asgar and her parlor Living Doll appeared on the scene. 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 might have improved the employee – customer communication and eventually started drawing attention of women from middle class as well. 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, trips to beauty salons became a regular affair for the urban women. The 90s saw another new development, the advent of satellite TV gave more exposure to the customers on trends and style and so they 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).

V. METHODOLOGY

This study reveals the perception of customers of beauty parlor or salon about the factors which are important to choose the provider. It also identifies the demographic characteristics of customers which are directly or indirectly affect the perceived importance of these factors offered by suppliers. So, it describes market characteristics in terms of customers' decision making which is identified as descriptive research, a major type of conclusive research (Malhotra, 2007). Total 482 responses were collected for this study following convenience sampling method, which is one of the non-probability sampling methods. This sampling method is used because of accessibility and willingness of respondents, which is very popular to collect data from any specific types of social group (Akareem & Hossain, 2012; Malhotra, 2007).

Data is collected from different beauty parlors and salons of Dhaka city in Bangladesh. Data is analyzed in three steps. First, frequency distribution is done to understand the nature of respondents, which demonstrates the proportion of different characteristics. Second, an exploratory factor analysis is undertaken to understand the dimensions of decision criteria perceived by the respondents. Here, all the factors having Cronbach's Alpha value higher than 0.60 is confirmed to ensure reliability of data (Nunnally, 1978). Third, using k-means cluster analysis all the responses on decision making variables are classified into either higher or lower perception group. This new variable is tested with other demographic variables to explore their associations (Akareem & Hossain, 2012). Later on, demographic variables which are not directly associated with level of perception on decision criteria significantly are tested whether they have indirect impact on these dimensions.

VI. RESULT ANALYSIS

Frequency Distribution: A brief percentage distribution of background variables of respondents is given in Table 1. From Table 1 it can be observed that both male and female respondents are almost equal in number. This happened because of the first step of quota sampling method to overcome gender biased responses. Majority of the responses came from younger generation. 50% of the total respondents are aged 24 or below, which is reflected by their occupation too. Almost 50% of the respondents are students. As younger generation is more concerned about beautification, this study reflects actual representation of the total population of Dhaka metropolitan city. From the educational perspective, it is seen that more than half (53%) of the respondents have completed their graduation, whereas 25.1% have completed masters, 15.6% have completed high school, and only 5.4% have done Doctorate degree.

Table 1: Percentage Distribution

Variables	Categories	Frequency	%	Cumulative Percent
Gender	Female	230	47.7	47.7
	Male	252	52.3	100.0
Age	24 or below	241	50.0	50.0
	25 – 34	90	18.7	68.7
	35 – 39	62	12.9	81.5
	40 or above	89	18.5	100.0
Education	PHD or above	26	5.4	5.4
	Masters	121	25.1	30.5
	Honors	260	53.9	84.4
	High School or below	75	15.6	100.0
Occupation	Student	260	53.9	53.9
	Service holders	107	22.2	76.1
	Business owners	54	11.2	87.3
	House wife or Unemployed	61	12.7	100.0
Monthly Family Income	Above TK 100,000	164	34.0	34.0
	TK 60,001-100,000	127	26.3	60.4
	Up to TK 60000	191	39.6	100.0
Monthly Expenditure (Individual)	Above TK 600	183	38.0	38.0
	TK 251-600	144	29.9	100.0
	TK 250 or below	155	32.2	70.1

From Table 1 it is also seen that, categories of both monthly family income and monthly individual expenditure are almost equal. It reflects equal representation of respondents of lower, middle and higher income. **Exploratory Factor Analysis:** A factor analysis is done to explore the inherent grouping of variables to detect the dimensions of decision criteria to choose beauty parlors or saloons in Bangladesh. Table 2 shows the grouping of different variables and their respective dimensions supported by the Cronbach's Alpha value. The first factor is identified by service quality. This factor includes in-store environment, privacy, appearance, familiarity, specialized items, bundle or package solution, payments system, and organizational time management policy. Second factor, composed with employee courtesy, their communication skill, previous training, honesty, past experience, and individual time management skill, is represented by employee competency.

Table 2: Exploratory Factor Analysis

Variables	Factors	Estimate	Cronbach's Alpha
Environment	<---	0.561	.718
Privacy	<---	0.581	
Accuracy	<---	0.507	
Familiar	<---	0.463	
Payment system	<--- Service Quality	0.434	
Specialization	<---	0.49	
Package service	<---	0.479	
Appearance	<---	0.352	
Time mgt policy (org)	<---	0.408	
Courtesy	<---	0.692	.709
Communication Skill	<---	0.552	
Training	<--- Employee Competency	0.62	
Honesty	<---	0.521	
Time mgt (employee)	<---	0.503	
Experience	<---	0.498	
Community Building	<---	0.509	
Brand ambassador	<---	0.672	
CSR	<--- Brand Image	0.574	
Feedback	<---	0.473	
Branch No	<---	0.441	
Phone call	<---	0.209	
List price	<---	0.441	.692
Discount	<--- Pricing	0.582	
Free service	<---	0.733	
Free sample	<---	0.66	

Third factor is identified as brand image components, where community building programs, brand ambassador (different national and international celebrities), corporate social responsibilities, consumer feedback survey, branch number, and phone call are included in this factor. The last factor is related to pricing issue which contains menu or list price, discount facility, free service and sample.

Association between consumers' perceptions and demographic characteristics: Students are classified into two groups by incorporating all the responses using K-means Cluster Analysis. This analysis is done to identify the homogeneous groups of respondents based on specific characteristics (perception about decision criteria). All the cases are assigned to any one of two clusters which creates a new variable (level of perception given in table 3). This variable is treated as dependent variable, whereas demographic variables are treated as independent variables. A cross-tabulation along with chi-square value between dependent variable and independent variables are also presented in table 3.

Looking at table 3, we can observe that both male and female respondents are distributed similarly within lower and higher response groups. Respondents from both gender responded to higher extent about the decision criteria about choosing beauty parlor or salon. X^2 -value (0.320) and P-value (0.571) for association between gender and level of perception show that there is no significant difference between male and female respondents to choose a parlor or salon. The reason behind this lack of association may be explained by equally consciousness of both the genders about beautification. Similar result comes for different age groups, and it can

be concluded that age also does not affect the level of perception of the respondents. Although the association between occupation and level of perception is not significant enough, all respondents except business owners demonstrated similar responses. This result reflects the higher importance of decision criteria given by business owners than others as they understand the long-term effect of these dimensions on customers.

Table 3: Cross-Tabulation & Association of level of perception with demographic variables

		Level of Perception		Value	df	Asymp. Sig. (2-sided)
		Lower	Higher			
Gender	Female	30.3%	69.7%	.320	1	.571
	Male	32.7%	67.3%			
Occupation	Student	33.5%	66.5%	4.794	3	.188
	Service	32.7%	67.3%			
	Business	18.5%	81.5%			
	House wife or Unemployed	32.8%	67.2%			
Monthly Family Income	Above TK 100,000	29.4%	70.6%	1.070	2	.586
	TK 60,001-100,000	30.2%	69.8%			
	Up to TK 60000	34.2%	65.8%			
Monthly Expenditure (Individual)	Above TK 600	26.2%	73.8%	5.682	2	.058
	TK 251-600	31.0%	69.0%			
	TK 250 or below	38.3%	61.7%			
Age	24 or below	32.1%	67.9%	1.242	3	.743
	25 – 34	34.1%	65.9%			
	35 – 39	25.8%	74.2%			
	40 or above	31.5%	68.5%			
Education	PHD or above	46.2%	53.8%	10.545	3	.014
	Masters	21.8%	78.2%			
	Honors	31.9%	68.1%			
	High School or below	40.5%	59.5%			

Both family income and monthly personal expenditure of respondents are distributed almost similar way within each level of perception. Association between monthly personal expenditure shows significant association with level of perception to decision criteria ($p\text{-value}=0.058 < 0.10$), whereas family monthly income does not show any association. These findings indicate that individual characteristic affects the relationship dimensions more than family influence. Within education qualifications, respondents having masters and honors degree put higher importance for the decision criteria compared to respondents having 'PhD and above' and 'high school or below' degree. P-value ($0.014 < 0.05$) shows highly significant association between education qualification and level of importance on decision criteria. It implies that, with higher education qualification, respondents become more informed and conscious for choosing beauty parlor and salon. From table 3 it is seen that only educational qualification and personal monthly expenditure have positive association with level of importance given or different decision criteria. Table 4 demonstrates association of other demographic variables with these two variables.

Table 4: Association of education and monthly expenditure with other demographic variables

Independent Variables	Antecedent Variables	Value	df	Asymp. Sig. (2-sided)
Education	Gender	6.339	3	.096
	Occupation	207.531	9	.000
	Monthly Expenditure	15.327	6	.018
	Monthly Family Income	29.612	6	.000
	Age	223.286	9	.000
Monthly Expenditure	Gender	91.767	2	.000
	Occupation	34.029	6	.000
	Education	15.327	6	.018
	Monthly Family Income	37.789	4	.000
	Age	25.809	6	.000

From table 4 we can observe that all of the demographic variables have highly significant association with personal monthly expenditure for beautification purpose considering 95% significance. Similar results have come for educational qualification except the association with gender. P-value for the association between gender and educational qualification is 0.096. It means this association is not strong like other demographic variables. This result indicates that respondents are not different in terms of their gender.

VII. MANAGERIAL IMPLICATIONS

Designing proper value proposition to appropriate group of customers is important. According to Kotler and Armstrong (2012), one of the most important criteria for market segmentation is demographic variable. Customers' perceptions differ with the differences of their age, gender, income, expenditure, education and so on (Akareem & Hossain, 2012). After effectively segmenting the total market, managers should target the most attractive segment(s) to serve their demand. Our first objective was to identify the point of communication in order to develop relationship with the customers. By analyzing the data, we can deduce that the customer gave the highest preferences to service quality over all other factors and on the contrary pricing is the last factor to determine Beauty Salon from the customers' perspective. From the research, the following pointers are provided for the managers to watch for:

Increasing services range: As the position of beauty care industry is in the growth segments of the product life cycle chart. It is imperative for the managers to increase its service range up to the international standard to gain a competitive edge. Employee should be given regular training to upgrade their skills. The customers have given highest perceived importance to competency, accuracy and time management of the service delivery.

Creating customer responsive environment: Managers should create a platform where proper database of each of its customers will be maintained. This will help the employee to be more informed about their respective customers and to serve them better. Employees should be given more training to improve their people skills as courtesy and professionalism by maintaining secrecy of employee related information also gained high importance.

Maintaining state-of-the-art facilities: The manager needs to convince the customers on the point that the salon is equipped with all the necessary facilities. The interior of the salons has to be designed by keeping the customer's conveniences in mind. Hygiene should get highest priorities in providing all kinds of services.

Maintaining a convenient communicating and pricing system: Besides having quality services being served by competent people the value proposition should also include convenient communication tools to reach out the customers and attractive pricing system for promotional activities. The study has also revealed that the area where the salon is situated is one of the major factors for influencing customer's perspective about a salon. Thus managers need to do a number of strategic reasoning before opening up an outlet.

The second objective of the paper was to study the association between service quality factors and the customer profile variables. Result of that indicates that both education and individual's monthly expenditure are associated with the level of importance given in different decision criteria. It means higher the education and monthly expenditure, more the probability of their perceived importance on different variables associated to choose a particular beauty parlor or salon. Managers of these organizations should target higher educated people who expend more on their beautification purpose. Maintaining good communication conveying the proper value proposition will help them to build a base of loyal customers. Loyal customers are more likely to be satisfied with the supplier (Moore & Bowden-Everson, 2012), whereas higher level of satisfaction leads to repeated purchase, positive recommendations (Cronin et al., 2000), and profitability (Reichheld, 2003; Oyewole, 2002). Result also shows that other demographic variables like age, gender, and family income are highly associated to both educational qualification and individual monthly expenditure. Only exception is association between education and gender. It means all of these variables affect perception level of decision criteria indirectly through educational qualification and monthly expenditure. For this reason managers of beauty parlors and salons should treat these demographic variables with proper importance too. Although these do not have direct impact on level of perception about service choosing criteria, indirectly they have contribution to construct the mental setup of customers.

VIII. CONCLUSION AND FUTURE RESEARCH

Beauty care industry is in the growing trend. As it is very convenient to start up this kind of business, any interested person with some knowledge can be the players. Soon it might reach to a point where all might give out a homogeneous look. To stand out in the competition increasing value proposition is essential. Although the research helps out to find the factors on which communication need to be harped but there is still room for further research in exploring these factors in detail which will help to design the total market offering. This research was only done in Bangladesh so further research can be done on other geographical locations to identify the cross- cultural dimensions. Further research can be done keeping strategic issues on mind which would help the managers in taking strategic decision onto business expansions. As the research shows educational qualification and monthly expenditure have strong correlation with all other variables, further research can be done to explore these association to identify some managerial implications which would eventually help the manager to design more customized services. Similar study can be done in other service areas as in Bangladesh economy as service sector is contributing above 60% in GDP. The insights from this study can be generalized across all kinds of beauty salon regardless of their sizes and serving clientele in terms of gender.

REFERENCES

- [1] Akareem, H. S., & Hossain, S. S. (2012). Perception of education quality in private universities of Bangladesh: a study from students' perspective. *Journal of Marketing for Higher Education* , 22 (1), 11-33.
- [2] Akter, S. (2009). Personal Gets Revenue Glamour: Earnings Rise to Tk. 5.30 Crore. Dhaka, Bangladesh: The Daily Star.
- [3] Akter, S. (2008). The Business of Beauty. Dhaka, Bangladesh: The Daily Star.
- [4] Bitner, M. J. (1995). Building Service Relationships: It's All About Promises. *Journal of the Academy of Marketing Science* , 23 (4), 246-251.
- [5] Bitner, M. J., Booms, B. H., & Tetreault, M. S. (1990). The Service Encounter: Diagnosing Favorable and Unfavorable Incidents. *Journal of Marketing* , 54, 71-84.
- [6] Boundless. (n.d.). The marketing Concept. Retrieved February 24, 2013, from <https://www.boundless.com/business/marketing-and-customer-relationship/customer-relationships/marketing-concept/>
- [7] Elizur, D. (1987). Effect of Feedback on Verbal and Non-Verbal Courtesy in a Bank Setting. *Applied Psychology: An International Review* , 36, 147-156.
- [8] Gilmore, D. C., Beehr, T. A., & Love, K. G. (1986). Effects of Applicant Sex, Applicant Physical Attractiveness, Type of Rater and Type of Job on Interview Decisions. *Journal of Occupational Psychology* , 59, 103-109.
- [9] Gremler, D. D., & Gwinner, K. P. (2000). Customer-employee rapport in service relationships. *Journal of Service Research* , 3 (1), 82-104.
- [10] Gronroos, C. (1987). Developing the Service Offering:A Source of Competitive Advantage. Chicago: American Marketing Association.
- [11] Gronroos, C. (1994). From Marketing Mix to Relationship Marketing: Towards a Paradigm Shift in Marketing. *Journal of Management History* , 32 (2), 4-20.
- [12] Heinonen, K., & Strandvik, T. (2005). Communication as an element of service value. *International Journal of Service Industry Management* , 16 (2), 186-198.
- [13] Heskett, J. L., Sasser, W. J., & Schlesinger, L. A. (1997). *The Service Profit Chain: How Leading Companies Link Profit and Growth to Loyalty, Satisfaction, and Value*. New York: The Free Press.
- [14] Jain, N., Sethi, A., & Mukherji, S. (2009). Impact of Communication during Service Encounters on Customer's Perception of Organization Image. *Paradigm* , 13 (1), 56-65.
- [15] Katz, S. (1995). 2} j The Importance of Being Beautiful.
- [16] Khan, I. H., & Zaman, M. (2006). Male Grooming. 5 (104) . Star Weekend Magazine.
- [17] Khan, P. I., & Tabassum, A. (2011). Beautification for Male in Dhaka: Exploring the Customer Groups, Services and Selection of Service Providers. *World Review of Business Research* , 2 (4), 71-85.

- [18] Khan, P. I., & Tabassum, A. (2010- 2011). Service Quality and Customer Satisfaction of the Beauty-Care Service Industry in Dhaka: A Study on High-End Women's Parlors. *Journal of Business in Developing Nations* , 12, Pg 33.
- [19] Kotler, P., & Armstrong, G. (2012). *Principles of Marketing* (14th ed.). Upper Saddle River, New Jersey: Pearson Education, Inc.
- [20] Kouthouris, C., & Alexandris, K. (2005). Can Service Quality Predict Customer Satisfaction and Behavioral Intentions in the Sport Tourism Industry? An Application of the SERVQUAL Model in an Outdoors Setting. *Journal of Sport Tourism* , 10 (2), 101–111.
- [21] Kumar, M., Kee, F. T., & Manshor, A. T. (2009). Determining the Relative Importance of Critical Factors in Delivering Service Quality of Banks: an Application of Dominance Analysis in SERVQUAL Model. *Managing Service Quality* , 19 (2), 211-228.
- [22] Malhotra, N. K. (2007). *Marketing research: An applied orientation* (5th ed.). New Delhi: Printice-Hall of India Private Limited.
- [23] Naeem, H., & Saif, I. (2009). Service Quality and Its Impact on Customer Satisfaction: An Empirical Evidence from the Pakistani Banking Sector. *The International Business and Economics Research Journal* , 8 (12).
- [24] Negi, R., & Ketema, E. (2010). Relationship Marketing and Customer Loyalty: The Ethiopian Mobile Communications Perspective. *International Journal of Mobile Marketing* , 5 (1), 113.
- [25] Nunally, J. C. (1978). *Psychometric methods*. New York: McGrawhill Publications.
- [26] Parasuraman, A., Zeithaml, V., & Berry, L. (1988). SERVQUAL: A Multiple-Item Scale for Measuring Consumer Perceptions of Service Quality. *Journal of Retailing* , 64, 12-40.
- [27] Parveen, S. (2006). Beauty in Evolution. 28 (3) . Dhaka, Bangladesh: Star Lifestyle.
- [28] Rahman, F. M. (2010). Chittagong to get Persona Makeover. Dhaka, Bangladesh: The Daily Star.
- [29] Reichheld, F., & Sasser, E. (1990). Zero Defections: Quality Comes to Services. *Harvard Business Review* , 105–111.
- [30] Star Lifestyle. (2009). 5 (57) . The Daily Star.
- [31] Verhoef, P. (2003). Understanding the Effect of Customer Relationship Management Efforts on Customer Retention and Customer Share Development. *Journal of Marketing* , 67, 30–45.
- [32] Young, P. (2011). Facial Physical Attractiveness, Its Importance and How It Is Part of Our DNA. Retrieved March 12, 2011, from ArticlesBase.com: <http://www.articlesbase.com/beauty-articles/facial-physical-attractiveness-its-importance-and-how-it-is-part-of-our-dna-by-philipyongmd-4377637.html>
- [33] Zeithaml, V. A., & Bitner, M. J. (2003). *Services Marketing: Integrating Customer Focus Across the Firm*. New York: McGraw-Hill.
- [34] Zeithaml, V. A., Berry, L. L., & Parasuraman, A. (1996). The Behavioural Consequences of Service Quality. *Journal of Marketing* , 60 (2), 31–46.