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**A QUALITATIVE STUDY OF CUSTOMER RETENTION AT SOLARIA RESTAURANT  
IN MANADO****STUDI KUALITATIF TENTANG RETENSI PELANGGAN PADA RESTAURAN SOLARIA  
DI MANADO**

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**Abstract:** Every customer have their own types of selecting and choosing products. In order to fulfill their needs and wants, they consider with several things when deciding what product to buy. When customer found the product that can satisfied their needs and wants, then they will repurchase same product continuously. The retention of customer is one of the important things in order to reduce the number of defection and to keeping the current customer that already exist. This research aims to analyze what are the factors that stimulate customers become retain to buying the product of Solaria Manado. To achieve this objective, the researcher took the information from 10 informants using qualitative study which is in-depth interview. The result of the research shows that internal and external factors such as location, food quality, service quality, and price fairness have significant influence that stimulated customer to become retain when buying the food and beverage of Solaria continuously. This study can be used as a reference for the development and deepening of knowledge about customer retention.

**Keywords:** *customer retention, solaria*

**Abstrak:** Setiap pelanggan memiliki cara sendiri dalam memilih dan memutuskan produk. Untuk memenuhi kebutuhan dan keinginan, mereka mempertimbangkan beberapa hal dalam memutuskan pembelian produk. Ketika pelanggan menemukan produk yang dapat memenuhi kebutuhan dan keinginannya, mereka akan membeli kembali produk yang sama berulang kali. Retensi pelanggan adalah salah satu hal penting untuk mengurangi ketidaksempurnaan dan tetap menjaga pelanggan yang saat ini sudah ada. Penelitian ini bertujuan untuk menganalisa faktor-faktor yang menstimulasi pelanggan yang membuat mereka bertahan untuk membeli produk di Solaria Manado. Untuk mencapai tujuan ini, peneliti mengambil 10 informan menggunakan studi kualitatif dengan mewawancari secara mandalam. Hasil dari penelitian menunjukkan bahwa faktor internal dan eksternal seperti lokasi, kualitas makanan, kualitas jasa, dan harga memiliki pengaruh signifikan yang dapat menstimulasi pelanggan menjadi bertahan ketika membeli makanan dan minuman di Solaria terus menerus. Studi ini dapat digunakan sebagai referensi untuk pengembangan dan pendalaman pengetahuan tentang retensi pelanggan.

**Kata kunci:** *retensi pelanggan, solaria*

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**INTRODUCTION****Research Background**

Business plays a huge role because it can give contribution to support the economy's growth. The improvement of current technology make business owner can handle and manage it more easily. These days, many businesses open especially like food outlets. Look from this aspect, every company need to analyze what is the variety of consumer's taste in order to satisfy the demands of people because customer have different taste of eating. Eating is a daily action and necessity for all human beings. The importance of these restaurant attributes is ultimately evaluated in the customer's mind and lead to purchase decision. Whether human live to eat or eat to live, food always plays a fundamental role in the lives of human being. As part of the basic necessities of every living being especially for human being, food is considered the number one need.

Every people have their own needs and wants, especially for the product that they need. Also, every people have their own types of selecting and choosing products. When people already found the product that can meet their standard or satisfied their need and wants, people have the possibility to retain with that, and when people retain it is called customer retention. Customer retention is a pivot in creating relationship that leads to customer loyalty, in view of these many researchers has dealt deep into construct of customer retentions. Customer retention is the condition when customer retain to buy something, then they will buy the product continuously.

In finding a certain product, every customer has a different way consider when deciding what product to buy. Whether it is about money, their needs and wants, or impulse on buying. Through the development of technology, it will be easier for the customer to find the product. It helped people a lot when the technology, communication and the existence of the platform grown rapidly. Even the company is easy to offer or deliver their product to customer, but the companies have to know how to maintain their performances, their images, their products, and their strategies. They have to create some strategies to obtain their goals because right now, there is so many businesspeople that have been running their business. In this case, the company has to know and understand the market's demand. They have to make a move and make strategies for the best way to selling their product. The more business and the more demand from market, the more competitors are. Therefore, company should create their strategy to adapt with modern technology. Hence the company should focus on customer's needs and wants. However, the company needs to create product that suit with customer because, the company need to survive to achieve their goals. Moreover, not only focusing on strategies, customer's needs and wants, and the way to maintain their company, then the company have to know how to make customer retain.

From the explanation above, the company not only have to focus on the strategy, but the company also have to focus on customer, because without customer it will be difficult for company to develop. Nowadays, the customer also become one of the important roles for the company or business especially for the company or business that sells products. That is why, the company or some businesses have to create or produce a product that suit with people's taste. In this era, people have a high standard of selecting to buy and consume certain product. In business, the more business opens the more the competitors are. That is why when people open a business, it will be better and challenging when they open business that based with basic needs, for example is selling food whether it is restaurant or small food outlet.

In Indonesia, there are many businesspeople running restaurant or food outlet. Every business especially for restaurant, should create their signature product. As their signature product, it might become their identity to make customer interests within it and able make customer retain on their product because it is based on customer desire to be satisfied. Nowadays, consumers have their own character also have their own behavior to decide and choose the product in order to consume the product.

The existence of products variety makes them difficult to loyal in one product because in this globalization era, there are more product that offered by business. Mostly, customer defines restaurant is the best place that comfortable for them to spend their time. As the essence of daily need of human being, it is automatically drive customer's desire to visit restaurant or food outlets. Every customer has their own favorite place, whether it is only for hanging out, chit chat, gather with their friend, or meeting with their business partner and so on. When customer visits their favorite place, and buy the product for satisfied their desired continuously it is called customer retention.

The increasing of lifestyle day by day lead society to modernity. Lifestyle not only be a trend but also the need for people. Nowadays, manadonese tends to be consumptive. It can be seen from Manadonese habit that love to eat. Therefore, there are many food outlet offered the product that suit with manadonese taste. Manadonese is type of people that like to try something new for example trying new food. When there are cafés or food outlets that hold soft opening, people will go straight to that places and they willing to queueing even it take a lot of time.

During weekend or holiday, the food outlet in mall seems fully crowded of the customers to spend their time. Based from this aspect, it means the level consumption of people is increasing. Solaria Restaurant is one of the food outlet that open their branch throughout Indonesia. Meanwhile, Solaria has loyal customer that make them to retained.

Customer retention refers to the process of engaging existing customer to continue buying product or services from one business or company and potential buyer will commit with that. For example, when the customer buying the product at the same place continuously, it is can define as customer retention. There are so many factors that drive to customer retention. One of the factor factor for the customer retention which really brings customers back is that the customer likes to have a positive attitude of employee throughout dining as a support for the disputation that employee approach is strongly linked with customer satisfaction.

Ease and the strategic location of the restaurant is also considered as one of the most important factors that influence customers to select that particular restaurant which satisfy their needs and wants regarding with the quality of the food, restaurant environment and so on. Customer always feel admire if they get the best service and respect from the overall management of the restaurant that increases the comfort level of customers and at the same time make customer loyal to that particular restaurant.

From many various restaurants in Manado, one of the famous that was opened is Solaria. Solaria is a restaurant that has the basic concepts namely Restaurant and Lounge. The word "Solaria" itself has a meaning that is the light and shines. Restaurant Solaria was first established in 1987. The concept of Solaria has its own color concept which is purple. The goal is to make it more bright and visible, so the customers of Solaria feel comfortable. Solaria had 130 outlets that are throughout Indonesia including in Manado. The influence of high number demand of Solaria, therefore we can found Solaria almost in every shopping mall in Manado such as in Manado town Square, Mega Mall, Manado Trade Centre, IT Centre, and also in Transmart Manado. Many people in Manado can easily go to Solaria because the location that very strategic. At this time, Solaria become one of the most superior restaurant in Manado so, the loyal customers of Solaria not only the children and youth people but also adult or parents. Based on this, so many customers retained in Solaria. There is a factor that makes Solaria become one of the most favorite food outlets in Manado. Not only the strategic location, but it can supported by another factors. That is where the problem came from. In this study, researcher wants to know how the customer retain buying Solaria's product continuously, because day by day the level consumption of solaria's customer is increase.

### **Research Objectives**

Based on circumstances above the research objectives is to analyse how is the customer retention at Solaria Restaurant in Manado.

## **THEORETICAL REVIEW**

### **Marketing**

According to Kotler and Armstrong (2012:5), marketing is the process by which companies create value for customers and build strong customer relationships in order to capture value from customer. Based on Kotler and Keller (2010:21) marketing is the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large

### **Consumer Behaviour**

According to Solomon (1998), Consumer behavior is the study of the processes involved when individual or groups select, purchase, use, or dispose of the product, service, ideas or experiences to satisfy needs and desires. Consumer behavior involves the psychological processes that consumers go through, in recognizing needs, finding ways to solve their needs, making purchase decisions, interpret information, make plans and implement these plans. Based on Engel and Blackwell (1982), Consumer behavior is the act of individuals directly involved in obtaining and using economic goods and services including the decision process that precede and determine these acts.

### **Customer Retention**

Customer retention is the mirror image of customer defection. A high retention is equivalent to a low defection rate. An effective Customer Retention strategy not only retains the customer but promotes the sales of additional products to that customer needs arise. According to Ghavami and Olyaei (2006) stated that customer

retention is important to most companies because the cost of acquiring a new customer is far greater than the most maintaining a relationship with current customers. Customer retention refers to the ability of company or product to retain its customer over specified period. High customer retention means customer of the product or business tend to return to, continue to buy or in some other way not defect to another product or business.

### Previous Research

According to Ibojo and Oddiscussiojunlami (2015), the effective satisfaction of customer will give room for customer retention. More so, there is a significant relationship between customer satisfaction and customer retention. The paper examined the impact of customer satisfaction on customer retention. The objectives were: to determine the relationship between customer satisfaction and customer retention, and to examine the impact of customer satisfaction on customer retention.

According to Nataraj (2010), customer retention is an important customer relationship management (CRM) strategy. To be effective, retention programs must approach to identify customer needs, segment profitable customers and facilitate satisfaction and loyalty. The result of this study is customer relationship management strategies that promote business retention provide significant advantages for an organization.

According to Kaguri (2016), there are three types of customer retention strategies such as customer relationship management, relationship marketing and perceived pricing tactics affect customer retention. There was a weak positive relationship between price tactic and customer retention. This weak relationship was attributed to the fact that most prices are regulated in the industry and as a result, it may not be a very good indicator of customer retention strategies.

### Conceptual Framework

Conceptual framework explain about the relation between the variables in this research.

Customer Retention at  
Solaria Restaurant in Manado

**Figure 1. Conceptual Framework**  
*Source: Data Analysis Method, 2018*

## RESEARCH METHOD

### Research Approach

This research is qualitative research methodology which is descriptive research to know more about the factors that make customer become retain at Solaria. According to Denzin and Lincoln (1994:2), qualitative research involves the studied use and collection of a variety of empirical materials, qualitative researches use a wide range of unrelated methods, hoping to always get a better settled on the subject matter at hand.

### Population, Sample and Sampling Technique

According to Sugiyono (2005), Population is generalization region consist of object/subject having certain quantity and characteristic that is fixed by researcher to studying and to gain conclusion. The population of this research is the customer who have made purchases of Solaria's product more than three times

A sample is the selected people chosen for participation in a study, Sampling techniques is the way to collect and grab the data from trusted people and in order to get a good result. This research use purposive sampling technique in order to get more valid and detailed result. The researcher took 10 informant to be interviewed.

### Data Collection Method

Data collection method plays an important role in impact evaluation by providing useful information to understand the process behind observed result. In this part data collection technique divided into primary which is depth-interview and secondary data that gathered the data from articles, journal, and books regarding to the study of the research.

**Operational Definition of Research Variables****Table 1. Variabel Definition**

Variable	Definition	Indicators
Customer Retention	The degree to which a customer exhibits repeat after purchasing and price tolerance behavior to a company.	-Repeat Purchase -Positive Attitude -Price Tolerance

Source: Author's Note, 2019

**Validity and Reliability**

Validity is the extent to which a concept, conclusion, or measurement is well-founded and corresponds accurately. According to Sugiyono (2012), there are two kinds of validity of the research namely Internal Validity which is concerned with the degree of accuracy of the research design with the result achieved and External Validity which is concerned with the degree of accuracy of whether the research results can be generalized or applied to the population in which the sample was taken. Reliability is the overall consistency of a measure and is a way of assessing the quality of the measurement procedure used to collect data. Based on Sekaran and Bougie (2013:127), the reliability in qualitative data analysis includes category and interjudge reliability. Category reliability relates to the extent to which judges are able to use category definition to classify the qualitative data. Well defined categories will lead to higher category reliability. Interjudge reliability is, a degree of consistency between coders processing the same data. Based on Sekaran and Bougie (2013:236), the validity in qualitative research was defined as the extent to which an instrument measures what it purports to measure.

**RESULT AND DISCUSSION****Result**

The interview is conducted from the informants who have made purchases of Solaria's product more than three times.

**Informant 1**

Informant 1 Natalia Mahiwu. According to her, she had known Solaria when Solaria open their first outlet at Manado Town Square. The thing that makes her remember about solaria was, when she went solaria for the first time on their grand opening, the employee of solaria gave her a free coupon and she can get any free food and beverages of their product. She had a good experience when the first time she tried the food because the food was very tasty and by this factors that made Mrs.Natalia visit solaria every week till now. According to her, the menu that provide by Solaria has many variety, that is why it makes her always visit Solaria. When the first time she visits Solaria, she saw the advertisement very interesting with purple color that very eye catching. The things that make her retained is, Solaria able to offer the delicious food with lower price and it makes Solaria is worth to visit. According to her, the level of her retention is 7.

**Informant 2**

Informant 3 Yemima Kezia. According to her, she often to visits Solaria two times per week and per month she can visits Solaria Mantos about eight times. She often visits the Solaria in Mantos with her friends because the location is very strategic. When she was senior high school she went to Solaria for the first time with her friends and according to her, Solaria is the best place for Yemima and her friends to spend their time after school. The first product that Yemima like the most is beef fried kwetiau with little bit oil and iced tea, because this food very tasty even the price is quite higher compare with the other menu. Also, the service that delivered by this restaurant is very good. Informant 2 said that the factors that make her retained is the quality of the food which is the texture of kwetiau is so chewy and different with the other. Based on her experience, the service quality of Solaria such as the speed of waiters to prepared the food, when doing payment, or cleaning the tables itself meet the customer's standard and she feels satisfied with the service. Overall, her scale of retention is 7.

**Informant 3**

Informant 3 Deisy Yohanes, she said that Solaria not only become her favorite restaurant but also for her husband and son too. The variety of menu that provide many types of main course and beverages and also the portion of the food that sharingable makes her satisfied because they have different types of taste. Her favorite meals in Solaria are nasi ayam rica-rica and nasi goreng seafood and the beverage is frozen cappuccino. Based from her opinion, the service that offered by Solaria is very good even if it will take long time the waiters of Solaria will give the confirmation about how long customer need to wait and it is not a big deal for her because it is depend on number of customer that visit Solaria. When researcher ask if Solaria raises the price for the menu then the informant said that she will keep loyal with Solaria as long as the quality of the food is same like the taste and for her, Solaria is the best decision for those who like food with great taste but still has affordable but also the place is comfy and cozy, therefore this restaurant known as family-friendly restaurant.

**Informant 4**

Informant 4 Lily, she is a civil servant that often transferred to work in different cities in Indonesia. She knows Solaria for the first time when she works in Yogyakarta. When she was shopping in one of department store in Yogyakarta, she saw Solaria had opened their first outlet at Yogyakarta and she directly visit Solaria. At that time, she becomes addicted when she tries to eat mie ayam bakso and iced tea. According to her answers, her retention of Solaria is 9 because she always made repeat purchase of some food and beverage continuously.

**Informant 5**

Informant 5 Jackly Jackson, According to him Solaria is one of the restaurant that he likes the most when visit Mantos. According to his opinion, the location of Solaria in Mantos is very strategic and easy to find. He often visits Solaria, per week, he can dine at Solaria 4 times. Informant 5 said he knows Solaria because he likes to visits Mantos, After school he saw the grand opening of Solaria was interesting with special offering. Based on his answers she prefers to visits Solaria because the menu of this food outlet is different than the other food outlet, that provide different types of rice, noodles, meatball, and also the package menu. According to him, Jackly and his friend have different types of taste, therefore he choose Solaria as their place for hangout, not only the taste, the concept of this outlet also make the customer comfortable because they provide electrical plugs, sofa and the table set that make us can do our assignment because we have enough space to put our stuff on the table, and also the speed service that very satisfied, polite waiters and the cleanliness of this restaurant become the factors why he become retain to this restaurant even if Solaria raises the price of his favorite food.

**Informant 6**

Informant 6 Meidy Kessel is currently a master student that majoring in accounting. She really likes go to solaria restaurant. Regarding her current-situation she has been dealing with her final-project it is called thesis, where we thesis is a one of requisites in order to fill the requirements as a master student. Dealing with thesis it drives her confuse. While working on this thesis she used to spending her leisure at solaria one thing for sure she puts solaria on her favorite restaurant. Solaria has her favorite food and drink which are lemon tea and nasi sea food. She just cannot deny that solaria's taste is so different from other restaurants solaria does have strong and special taste comparing to the others. Based on the interview, the informant will keep retain even if the price of Solaria's menu increases as long as the taste is not changed.

**Informant 7**

Informant 7 Mike Budi. He is an employee who works out of his town. When he lived manado he used to go Solaria. Solaria become his favorite place to visit, affter leaving manado for work in Wamena. He misses the food taste of solaria where the restaurant he usually had a visit frequently when he was in Manado. When his shift schedule begins it is time for him to back home. When the airplane landed in Manado he stops by at Solaria. Per month he can visits Solaria 5 times, he knows Solaria when he go shopping with his family. Based from his answer, chicken mozzarella is one of the best seller product in Solaria and sometimes he afraid if this product is sold out at the time he visits. But the fact, the product is always available when he wants to order the food. From scale 1 -10, the retention of Informant 7 is 7.

**Informant 8**

Informant 8 is Lorina Wonua. According to her, she has unforgettable moment when first time she visit Solaria. One day she visit Solaria with her daughter, after ordering some food and beverage, accidently her

daughter spilled the soup on the floor. No longer does she waiting, then the waiters come to clean the floor and give her a new soup. This experience always remind her if she passed Solaria. Based on her opinion, Solaria had high quality of waiter that very responsive because they can handling problem as quick as they can. The waiters serve the customer properly. Every week, her family always spends her quality time on weekend and per month she can visit Solaria 5 times. Based on her opinion, another factors that makes her visits Solaria frequently is the way to order food or the service concept of this food outlet is full-service (not self-service) but even though customer can get full-service, Solaria not give any charge for their service. After did the discussion with researcher, the informant fully understand what customer retention is and she can implement it on her business.

### **Informant 9**

Informant 9 is Marsela Esmeralda. She is an employee working at one of the company located closed to Mantos. She has been knowing Solaria for a long time when she ever heard someone talking about Solaria in public transportation about Solaria's grand opening. When she get home, she looking for some information about Solaria in several social media and she decide to visit Solaria because the advertisement is very attractive. According to her, the hospitality of the staff and waiters also get her thumbs up. Her first visits creating a good first impression of this restaurant. She amazed with the way waiters welcoming and serves the customer very well and they able to handle the customer even if the restaurant is crowd and they still bustled. These things become the factors that persuade her to visit Solaria as always. The way of waiter to serve their customer is very polite. As a worker, she needs to manage her break time while doing her tasks. Solaria become her most visited restaurant because it nears where she works. She said that this restaurant is very efficient to dine at and one of the best fast food she ever tries. Therefore, she recommend this food outlet to her friends for lunch when they taking their break time.

### **Informant 10**

Informant 10 is Afni Rumagit. She is employed as a hospital based midwife. As a midwifery assitants, she has busy time even for hangout with her friends because they don't have enough time taking their break time. Informant 10 knows Solaria since she was senior high School in Balikpapan. When first time she dine at Solaria, the things that made her interest to visit there is she can get free drink if she bring and show her student card while doing payment in cashier. For a month, she can visits Solaria about 3 times but if she still at hospital taking her shifts time she prefer to take away or ordered the food via grab food or go-food. The things that make her usually made repeat order not only from the taste, simple menu, and speed service that offered by waiters also the food packaging for takeaway. For her, the packaging of Solaria's food is very efficient that make the food still warm when take-out. Moreover, the food packaging is safe and can be categorized as easy-to-use packaging, environment-friendly because we can re-use the packaging sustainable. Based from her opinion, Solaria do not give any extra charge if she asks for ice cube for her beverage compare with another restaurant. Based from her experience, she ever visits one food outlet in Manado. When she orders for beverage, she ask for giving more ice cube. She was a bit shocked when doing a payment because restaurant charge for ice cube. When researcher ask for her retention scale and her answers is about 6 because she often to dine in at Solaria rather than take-away order.

### **Discussion**

Customer retention is one of the important things for company that need to focus on, in order to keeping the current customer that company already have. Nowadays, finding a customer, get customer's trust and retaining them long term has become increasingly complicated because there is so many products and services that offered by businesses that make customer getting confused to loyal with certain product or services. Therefore, the companies need to creates strategies to keep their customer retain because customer retention helps to increase the profitability of business. The retention of customer can defined as the decision of consumer to retain or repurchase the product or service in the future. Customer retention is a form of loyalty that related with consumer buying behavior based from high frequency number of repurchase the product. In another words, customer retention shown how is the customer retain by purchase certain product or services continuously in period of time or made repeat order of certain product or service continuously. The ability of product to retain its customer over specified period will produce the loyal customer on that. High customer retention means customer of the product or business tend to return to, continue to buy or in some other way not defect to another product or business, in brief the retention of customer as a mirror image of customer defection. A high retention is equivalent to a low defection rate. Therefore, if company able to retain the customers then those companies has built good reputation

on customer's mind. An effectiveness of customer retention strategy not only retains the customer, but promotes the sales of additional products to that customer needs arise.

Based from the result of the interview, customer retention not only become Solaria's strategies to gaining profit but also to build a good reputation of Solaria, and from a good reputation it can make customer immediately recognize the restaurant easily and knows how Solaria's performance from customer's point of view. When customers get involved in a great experience while using the product or services that fulfill their need and wants, it can increase a good reputation of Solaria. Customer unwittingly promoted Solaria with other customer because mostly when researcher ask about how they know Solaria for the first time, and several informant said that they know from their friends which means the effect of word of mouth marketing really works to build a reputation for Solaria. In restaurant industry especially Solaria, how well customer speak of Solaria's food beverage and service can make Solaria to achieve their goals to get more profit by attract more customer and expanding their market. Happy customers equal repeat customers. Repeat customers tend to buy a wider range of Solaria's product because if customer adore with certain product then they will make repeat order and become loyal if it is satisfied their desire.

Based on the interview with 10 informants, half of them known Solaria when their visit department store and saw Solaria's grand opening, while the others known Solaria from the recommendation of their friends. From this point, Solaria succeed to hold their grand opening event with eye-catching advertisement that stimulate potential customer to visit and try new restaurant that they never visit before. A grand opening is one of the marketing strategies to introduce and promote before open the business. Therefore, the successful of grand opening bring a good impact for Solaria itself to gain profit and attract new potential customer. Every restaurant has different strategies on their grand opening in order to stimulate potential customer to visit their restaurant. Based from the interview, most informants got favorable impression when the first time they visit Solaria. According to several informants, Solaria has different tactics to persuade people to visit Solaria. On their grand opening, Solaria offer coupon to get free food and beverage, discounted menu, and also they offer special price for student by showing the student card. This tactics bring a good impression for informant as potential customer to drive them visit Solaria continuously.

Location selection is one of the business decisions that have to be made carefully because business location have relationship with business' success. Location influences the success of a restaurant to attracting the customer's interest to being convenient to visit. A good location of one business can attract initial customer and this indicator is proven by the results of the informants' interview. There are various factors that make informants become retain on Solaria, the factors that dominantly affect informant to become retain is the location of Solaria that very strategic and the availability of Solaria food outlet, that can be found in almost every department store in Manado which are, in Manado Town Square, MTC, IT Center, Megamall, and Transmart Kairagi. The visibility and accessibility of Solaria plays a role to attract initial customer. According to informant 2,4,5 and 9, this indicator become one of the factor why they retain. Most informants stated that a convenience of location is very important factor that can influences their preference in selecting a restaurant. Solaria select the strategic location for opening their food outlet by taking some consideration for example is visibility, being seen is crucial thing to attracting customers. If customers do not see food outlet when they visits to the Mall, customers tend unlikely to hunt the food outlet when it comes time for a meal. Solaria is one of the food outlet that gets lot of passers-by. That is why mostly Solaria open their food outlet in department store or airport. Being seen is not the same thing as being easy to get to. Also, the accessibility of Solaria becomes particular concern in order to attract their initial customers. According to informant 3, the Solaria's concept make her family feel comfort and very cozy to gather with her family or friend. Also, according to informant 5, he stated that he feels comfort with Solaria's concept because they provide electrical plugs for charging gadget, and also there is so many sofas and the availability of table that makes customer can choose their seat.

Not only the convenience factor, all the informants also considering on quality of food when they decide the restaurant. One of the biggest factors that makes people head to a restaurant is because customer trust that they are going to get the best food. If food does not taste good, then the customer would not to eat there again because customer do not want to pay for food that they do not want to eat. As an essential factors, there is so many indicators that included on food quality. According to informant 1, the indicator of food quality that makes her retain is the Solaria food is tasty and suit with her taste. Therefore, when she tastes the Solaria's food for the first time she become addicted and she tend to retain on Solaria. While based on informant 2, the main reason why she retain based on food quality is the taste of kwetiau is different with other food outlet. She mentions that the texture of kwetiau is very chewy with topping beef sliced and she never found the most tasty kwetiau like Solaria's. Not only taste, informant 3 also have her own indicators as measurement of food quality. According to her, the

Solaria's food is suit with her taste and also the portion of Solaria is "sharingable" so her family can taste different food because they have different types of taste.

Service proves to be the one of the most important keys to the success of the food industry. A good service makes the customers feel welcomed and get a good feedback from the restaurant. Service quality can be clarified as how well the services are provided to the customer's desire. The service that customer receive will affect their dining experience. According to the informants, there are several indicators that consider to good service quality. Informant 2 satisfied with the waitress service to prepared food, payment process, and also cleaning the table as fast as they can and according to her it meet her standard. The speed service also become one of the factor that make informant 4 retain because the waiters of Solaria try to getting food delivered as quickly as possible and the customer do not need wait a long time to fulfill their desired. Not only speeds of service, informant 5 mention that the waitress attitude in Solaria is polite. Waitress attitude is one of the attributes of service quality because waiters are the first point of contact for customers. Based from the interview of informant 6,8 and 9, the waiters of Solaria served the customer very well as fast as they can. The positive attitude is become one of the essential things of service quality.

Price has been considered as one of the foremost important factors that influence the behavior of customer. The tolerance of price will influence the perception of the customers and it ultimately will influence their willingness to become a customer. Price has a meaningful effect on customers' value expectation of restaurant especially for Solaria's customer. According the interview result, all the informant stated that the price that offered by Solaria still affordable. They will keep retain on Solaria even if they raises the price of the menu. The higher the prices, the higher the quality of product or services the customer expects.

After all the indicator that explained above, the commitment of customer to buy or using certain product and services affect the customer's decision in order to become loyal and retain. Nowadays, it is quite difficult to build the customers' loyalty in order to get their interest as potential customer. Solaria needs to offer the value that meet their needs and wants in order to fulfill their desire. To improve customer retention, it is essential for Solaria to build loyalty towards its brand.

## CONCLUSION AND RECOMMENDATION

### Conclusion

Based on the result and the discussion from previous chapter, it can be concluded that most customer visit Solaria is 4 times per month and their scale of retention is 7. From the interview, half of informants known Solaria for the first time when visit department store and the other known from recommendation of their friends or word of mouth marketing. There are several factors that stimulate informant become retain which are:

1. The visibility and accessibility location of Solaria
2. The convenience of the store like the atmosphere or the concept that makes customer feels comfortable.
3. The food quality such as taste , portion, menu variety, and packaging
4. The service quality such as procedure to serves the customer like speeds, waiters' etiquette and hospitality
5. Price fairness

Customer become retain when they get and receive a positive feedback from Solaria. Moreover, as long as they get positive feedback or good experience, it is become the main factors that drive them to retain and visit Solaria. Based on the research, the commitment and loyalty of customer also drive customer decision to become retain on. When customer commit to buying a certain product and it is satisfied their needs and wants because it meets their expectation then they will loyal and buy the same product continuously.

### Recommendation

This research are conducted in order to explore generally about the retention of Solaria's customers in Manado. Here are some recommendation proposed and found with this research for customers, universities and next researcher.

1. For customer, it is good to know about the customer retention because they need to understand what factors that makes them become retain.
2. For Solaria, to give some understanding about what factors that drives customer to visit and dine at Solaria. Therefore, it can become the reference to improve and expand their market.

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