
CUSTOMER DATA MANAGEMENT AND MARKETING EFFECTIVENESS OF UPSCALE DINING RESTAURANTS IN PORT HARCOURT

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ABSTRACT

The study investigated the relationship between Customer data management (CDM) and marketing effectiveness of upscale dining restaurants in Port Harcourt. The population of the study consist 35 upscale dining restaurants in Port Harcourt. The study took a census. Marketing managers, customer relationship managers, information technology experts and branch managers provided data through a structured questionnaire. The Pearson product moment correlation (PPMC) was used to test the hypotheses formulated for the study. The result showed that CDM, positively and significantly relates to marketing effectiveness of upscale dining restaurants. Therefore, the study concludes that CDM affect marketing effectiveness and recommends that the panacea to poor marketing performance of dining restaurants in Port Harcourt is effective CDM.

Keywords: Customer data management, customer loyalty, customer, retention, marketing effectiveness, repeat purchase

INTRODUCTION

Customer data management (CDM) is a means by which firms capture, organize, manipulate, and share implicit and explicit customer data with both internal and external users (Eid, 2007). Effective CDM is a crucial facet of deploying the information technology systems that run business applications and provide analytical information to help drive operational decision-making and strategic planning by corporate executives, business managers and other end users (Margaret, 2019).

The data management process includes a combination of different functions that collectively aim to make sure that the data in corporate systems is accurate, available and accessible. Most of the required work is done by Information Technology and data management teams, but business users typically also participate in some parts of the process to ensure that the data meets their needs and to get them on board with policies governing its use. The business environment is

highly dynamic and competitive due to globalization and advances in technology which requires firms to adopt effective CDM to improve their performance. One of the major areas in the hospitality industry that requires significant improvement is CDM especially in the fast food firms (Osundu & Adiele, 2021).

There is steady increase in the number of restaurants in Port Harcourt resulting in very stiff competition among firms in the industry. Customers can easily switch from one service provider to another because restaurants offer nearly identical services. In other words, the fast food industry is not highly diversified in terms of the product and services they offer. This carries a danger of creating a situation where firms fight for customers using all kinds of unethical strategies. Also, with the upsurge in the setting up of restaurants, the ability to maintain effectiveness especially by maintaining and managing customer data remains one of the greatest tasks for fast food restaurants.

As such, it has become apparent for fast food restaurants to develop and adopt effective CDM to prevent current customers from switching to competitors and acquire new ones to increase the organization's customer base. In view of these problems, the authors are speculating that most organizations lose their customers probably because there is lack of adequate CDM and analysis. Against this backdrop, this study is designed to investigate the relationship between CDM and marketing effectiveness of upscale dining restaurants in Port Harcourt.

LITERATURE REVIEW

Theoretical Foundation: Planned Behaviour Theory

Planned behaviour theory (TPB) was developed by Ajzen (1985) which says that the behaviour of humans can be predicted. The theory stipulates that from behavioral attitudes, subjective norms and behavioral intention can be foreseen accurately. When an individual expects a positive result of an action that individual will perform that action (Burcu et al., 2013) in other words the planned behavior theory states that the best way to predict and explain a person's behavior is through that person's behavioral intentions. The theory assures that (i) people tend to behave rationally and to systematically make use of information that is available to them when deciding to act or not to act (ii) people's actions are guided by conscious motives and not by unconscious motives and (iii) people consider the implications of their actions before they decide to act or not to act (Ajzen & Fishbein 1980, Fishbein & Ajzen 1975).

According to the theory a person's attitude and subjective norms influence his behavioral intentions. The person's behavioral intention then influences his behaviour. Attitude refers to the person's favorable or unfavorable appraisal of the behaviour. Subjective norms refer to the perceived social pressure from other individuals to perform or not to perform. Furthermore, behavioral intention refers to the motivational factors that influence a person's behaviour. Intention refers to the motivational factors that influence a person's behaviour intention indicate how willing a person is to attempt behaviour and how much effort he is likely to exert toward that behaviour. Finally, because man is in control of his emotion and actions, the authors believe that the planned behaviour theory is most appropriate for the study.

Concept of Customer Data Management

CDM is the development and execution of architectures, policies, practices and procedures to manage information lifecycle needs of an enterprise or customers in an effective manner (Yahya, 2016). It is the process of ingesting, storing, organizing and maintaining data created and collected for customers' updates by an organization. Effective CDM is a crucial facet of deploying information technology systems that run business applications and provide analytical information to drive operational decision-making and strategic planning by corporate executives, business managers and other end users (Margaret, 2019).

Data management process includes a combination of different functions that collectively aim to make sure that the data in corporate systems is accurate, available and accessible. Most of the required work is done by information technology and data management teams, but business users typically also participate in some parts of the process to ensure that the data meets their needs and to get them on board with policies governing its use (Osondu & Adiele, 2021).

Literature posit that the success or failure of relationship marketing activities in an organization is largely depended on the organization's ability to collect and analyze valuable customer data that could be used in providing highly personalized products for individual customers (Yueh, et al., 2010). Yueh et al. (2010) further states that information handling issues constitutes global marketing problems witnessed by every firm today. However, only few studies report significant positive relationship between CDM and perceived service quality and customer satisfaction (Aliyu et al., 2010).

Yueh et al. (2010) and Rajshekhar et al. (2006) iterate that for customer relationship management to be successfully applied, it is vital to possess knowledge about key customers of the organization. This is because it can serve as a master plan for the organization to develop a learning relationship between its employees and organization's current and potential customers (Nguyen et al., 2007; Acedo et al., 2006). In this regard, Feinberg et al. (2000) posit that responding to customer demand with better means is now a major concern of marketing, with the general beliefs that taking actions in a prompt manner will not only enhance service quality, but also lead to long-term relationships with the customers.

Data is increasingly seen as a corporate asset that can be used to make more-informed business decisions, improve marketing campaigns, optimize business operations and reduce costs, all with the goal of increasing revenue and profits. But a lack of proper CDM can saddle organizations with incompatible data silos, inconsistent data sets and data quality problems that limit their ability to run business intelligence and analytics applications (Margaret, 2019). Organizations are making use of big data more than ever before to inform business decisions and gain deep insights into customers' behavior, trends, and opportunities for creating extraordinary customer experiences. To make sense of the vast quantities of data that enterprises gather, analyze and store today, they turn to data management solutions and platforms (Osondu & Adiele, 2021).

Data management solutions make processing, validation, and other essential functions simpler and less time-intensive (Molly, 2016). Leading data management platforms allow enterprises to leverage Big Data from all data sources, in real-time, to allow for more effective engagement with customers, and for increased customer lifetime value. Top data management platforms give

enterprises a 360-degree view of their customers and the complete visibility needed to gain deep, critical insights into consumer behavior that confer competitive edge (Osondu & Adiele 2021).

Understanding Marketing Effectiveness

Marketing effectiveness as defined by Ambler et al. (2001) is the degree to which the activities of marketing in the organization help in the achievement of its business goals. Marketing effectiveness is also the extent to which an organization acquires more market, advertising and promotional shares of the market in relation to competitors (Nwokah & Ahiazu, 2008). Organizational studies, Druker (1994) considers effectiveness to be “doing the right thing.” Similarly, literature describe marketing effectiveness as the extent to which marketing actions helped the company to achieve its business goals (Ambler et al., 2001).

Several authors have decomposed marketing effectiveness into numerous measures. Nwokah and Ahiazu (2009) decompose marketing effectiveness into customer, integrated marketing efforts, marketing information, strategic orientation and operational efficiency. Azabugaogh et al. (2006) decompose marketing effectiveness into customer philosophy, integrated marketing organization, adequate marketing information, strategic orientation, operational efficiency customer, philosophy, organizational marketing proficiency, strategic perspective and information processing capability. In this study, we adopt three measures of marketing effectiveness as posited by kokkinaki and ambler (1999); and Clark (2010). These are repeat purchase, customer loyalty and customer retention.

Repeat purchase is the act of repurchasing the same product or brand purchased earlier. These are often based on routine, habitual buying decisions, where the search for information around these purchases becomes limited over time. It may be the outcome of limited availability rather than brand loyalty. Consumers make repeat purchase when they are satisfied with the services of the organization. Repeat purchase is a type of loyalty behaviour customers enacts, and which is critical to the sustenance of firms (Ateke & Kalu, 2019). Repeat purchase is vital to businesses success. It is thus essential for firms to build relationships with customers rather than focus on transactions. Repeat purchase behaviour is influenced by certain characteristics of the firm and its products. Thus, to elicit repeat purchases, firms must strive for distinctiveness in the manner they protect customers and in their service delivery (Ateke & Kalu, 2019).

Customer loyalty is a deep psychological predisposition held by customers to continually patronize a given product, brand or outlet. It describes a situation where a satisfied customer continuously returns for further business. It is also described as the willingness of a customer to maintain business relationship with a firm irrespective of activities of competitors to attract the customer. Oliver (1997) defined customer loyalty as a strong commitment of individual to maintain exchange relationship with particular seller. Customer loyalty has been a subject of significant in business because a loyal customership is key to sustenance in business, hence, firms make deliberate efforts to orchestrate and maintain customer loyalty (Ateke & Isaac, 2020). Customer loyalty is critical to business success in lieu of the many benefits (profitability, long-term growth and stability) it confer on firms. Loyal customers visit their favorite service providers twice as often as non-loyal ones, spend more money, and in fact account for thirty-five to forty per cent of sales revenue (Gurinto as cited in Ateke & Isaac, 2020).

Customer retention is the decision of a customer to maintain exchange relationship with a particular service provider for a long time. It is customer's continuous patronage of a business. Customer retention as a concept has its root in the theory planned behaviour and is something that consumers exhibit to brands and products. Berry (2002) posits that customer retention has experienced various interpretations to the extent that nobody has been able to give a generally accepted definition of the concept and its dimensions. In other words, several scholars have defined it differently. In this regard, it is a decision to maintain business transaction or exchange with a particular service provider in an ongoing basis. Similarly, Boohene et al. (2013) define customer retention as a long-term commitment on the part of the customer and the firm to maintain the relationship.

Furthermore, Boohene et al. (2013) describes it as customer's liking, identification, commitment, trust, willingness to recommend and repurchase intentions, with the first four being emotional-cognitive retention constructs and the last two being behavioral intentions. Customer retention can also be defined as the marketing goal of maintaining long-term exchange relationship with existing customers and preventing them from going to a competitor (Adiele & Gabriel, 2013). It is closely related with repeat-purchase, loyalty and repeat patronage. The term customer retention in literature is often used interchangeably with customer loyalty and that further clarification should be made in the conceptualization of customer retention (Boohene et al., 2013). That is to say the two constructs refer to different things and so they are not surrogates of each other. However, a conceptual framework of the relationship between CDM and marketing effectiveness is depicted in figure 1 as follows:

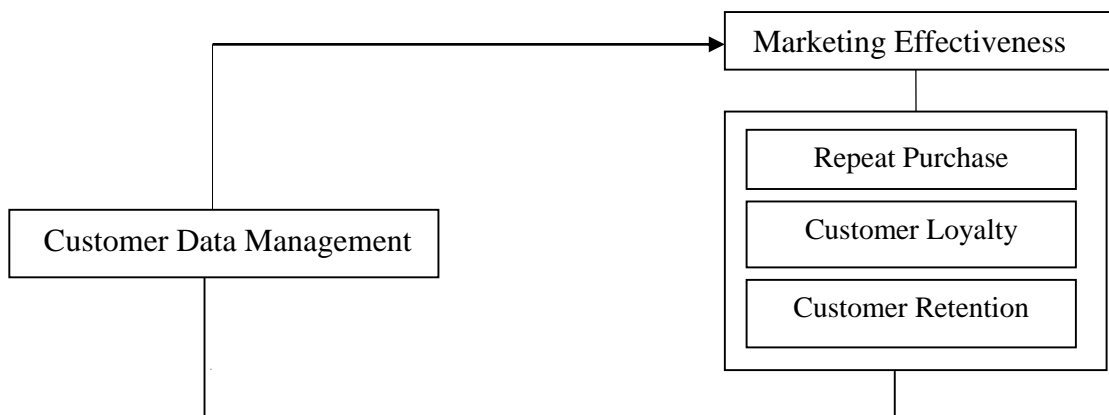


Fig. 1: Conceptual Framework of customer data management and marketing effectiveness

Source: Karam, K. A., Jorge, F. S., Flávia, S. & Manoel, J. T. C. (2009). Customer defection: Insights from a major Brazilian newspaper publisher. *Revista de Administração FACES Journal*, 8(2), 11-26

Peyman, G., Reza, K. & Ali, M. (2011). Studying the relationship between different dimensions of CRM and innovation capabilities in Melli bank of Iran. *World Academy of Science, Engineering and Technology*, 60, 906-910.

Guo, L., Zhang, M., Sun, L. & Wang, Z. (2010). Churn analysis model of securities business based on the decision tree. *The Sixth World Congress on Intelligent Control and Automation*, 2, 6048-6051.

METHODOLOGY

This study adopted an explanatory research design. The population of the study consists 35 upscale dining restaurants in Port Harcourt. Considering the small sample size of the population, a census was taken, so all the elements in the population were studied. However 4 respondents were taken from each of the 35 upscale dining restaurants, making a total of 105 respondents drawn to provide data for the study. The respondents were marketing managers, customer relationship managers, information technology experts and branch managers. Structured questionnaire was the instrument used in collecting primary data from respondents. The instrument was designed in 5-point likert scale of very high extent, to low extent.

The validity of the instrument was assessed for content, construct and face validity. Content validity was ensured based on review of similar constructs from major variables of the study- CDM and marketing effectiveness of upscale dining restaurants. In construct validity, the questionnaire used by Karan et al. (2009), Guo (2010) and especially Osondu and Adiele (2021) on data management and warehouse performance was adapted, modified and refined to suit our study. More so, the face validity of the instrument was ascertained by senior academics and other experts in measurement and evaluation. They assessed the relevance of each item, in line with the specific purpose of the study and the hypotheses that were tested and the adequacy of the items with regards to measuring the variables they were designed to measure, as well as the ease with which each of them was scored and used in the analysis of data. Similarly, the Cronbach's Alpha analysis was used to ascertain the reliability and internal consistency of the instrument, while the Pearson Product Moment Correlation (PPMC) was used to test the relationship between CDM and marketing effectiveness. The analysis was conducted with the aid of the Statistical Packages for Social Sciences, Version 22.0.

Table 1: Reliability analysis of Study Variables

S/NO	Dimension/Measures	Number of Item	Cronbach's Alpha
1	Customer Data Management	4	0.876
2	Marketing Effectiveness	4	0.856
3	Repeat purchase	4	0.770
4	Customer loyalty	4	0.716
5	Customer retention	4	0.945

Source: (SPSS) version 22.0.

Table 1 showed different Cronbach's Alpha value for the 5 constructs of the scaled questionnaire which were all considered sufficiently adequate for the study. Over all, this indicated that there was internal consistency of the variables scaled and that the variables construct exhibited strong internal reliability. Notably, the results therefore confirmed that the instrument we used for this study had satisfactory construct reliability.

DATA ANALYSES AND INTERPRETATION OF RESULTS

Univariate Data Analyses

Univariate analysis is basically the process of describing individual variables in a study. According to Sullivan (2001), univariate statistics are used to describe the distribution of a single variable through the use of simple frequency tables. According to Saunders et al. (2003), commencing initial analysis is best done by looking at individual variables and their respective

components. Earlier in this study, we clearly delineated our study variables as CDM as -the predictor variable; and Marketing Effectiveness as the criterion variable.

Table 2: Descriptive Statistics for Customer Data Management

	N	Sum	Mean	Std. Dev.	Variance
Your restaurant collects customers' data and sends customized messages.	83	286	3.45	.753	.567
Your restaurant has details of what customers like to eat.	83	304	3.66	1.129	1.275
You can take sales order form customers and deliver accordingly.	83	307	3.70	1.207	1.457
The restaurants do provide customize services to customers.	83	292	3.52	1.119	1.253
Valid N (listwise)	83				

Source: Research Desk, 2023

From the results of the descriptive analysis of CDM on Table 2, it was revealed that all the responses generated mean scores above 3.00. This entail that greater number of the respondents gave affirmative responses to the questionnaire items. However, item 3 had the highest sum of 307 and therefore the highest mean score of 3.70. This implied that item 3 had the strongest and explanatory influence on CDM. Furthermore, item 3 had the highest standard deviation of 1.207 and variance of 1.457 respectively, indicating that data is mostly dispersed to the population and items of under investigation.

Table 3: Descriptive Statistics for Repeat Purchase

	N	Sum	Mean	Std. Dev.	Variance
Your customers always come back for repeat patronage.	83	396	4.77	5.651	31.935
Your customers are happy with the products offered by your restaurant.	83	291	3.51	1.086	1.180
Your customers enjoy the way your staff treat their matters.	83	317	3.82	.977	.955
If your customers are asked to rate the services of your restaurants, they will rate them high.	83	331	3.99	.653	.427
Valid N (listwise)	83				

Source: Research Desk, 2023.

From the results of the descriptive analysis of repeat purchase on Table 3, it can be seen that all the responses generated mean scores above 3.00. This entail that, greater number of the respondents gave affirmative responses to the questionnaire items. However, item 1 had the highest sum of 396 and therefore the highest mean score of 4.77. This mean that item 1 had the strongest influence on repeat purchase. More so, item 1 had the highest standard deviation of 5.651 and variance of 31.935 respectively, indicating that data are most dispersed on this item.

Table 4: Descriptive Statistics for Customer Loyalty

	N	Sum	Mean	Std. Dev.	Variance
Your customers express willingness to maintain relationship with your restaurant.	83	348	4.19	.772	.597
Your customers are deeply committed to building relationship with your restaurant.	83	313	3.77	1.028	1.057
Your customers are ready to choose your restaurant and its services consistently over its competitors.	83	296	3.57	.736	.541
Your customers are willing to recommend your restaurant to others.	83	356	4.29	.595	.354
Valid N (listwise)	83				

Source: Research Desk, 2023.

From the results of the descriptive analysis of customer loyalty on Table 4, it can be seen that all the responses generated mean scores above 3.00. This means, greater number of the respondents gave affirmative responses to the questionnaire items. However, item 4 had the highest sum of 356 and therefore the highest mean score of 4.72. This then entail that item 4 had the strongest influence on customer loyalty. Furthermore, item 2 had the highest standard deviation of 1.028 and variance of 1.057 respectively, indicating that data are most dispersed on this item.

Table 5: Descriptive Statistics of Customer Retention

	N	Sum	Mean	Std. Dev.	Variance
Customers say positive things about your restaurant.	83	317	3.82	.977	.955
Customers of your restaurant enjoy continuous patronage from you.	83	327	3.94	.687	.472
Your customers are ready to make sacrifices to maintain relationship with your restaurants.	83	290	3.49	1.193	1.424
Your customers are willing to maintain relationship with the restaurant.	83	342	4.12	.847	.717
Valid N (listwise)	83				

Source: Research Desk, 2023

From the results of the descriptive analysis of customer retention on Table 5, it is obvious that all the responses generated mean scores above 3.00. This entail that greater number of the respondents gave affirmative responses to the questionnaire items. However, item 4 had the highest sum of 342 and therefore the highest mean score of 4.12. That is to say item 4 had the strongest influence on customer retention. Furthermore, item 3 had the highest standard deviation of 1.193 and variance of 1.424 respectively, indicating that data are most dispersed on this item.

Table 6: Relationship between customer data management and repeat purchase

		CDM	Repeat Purchase
CDM	Pearson Correlation	1	.833**
	Sig. (2-tailed)		.000
	N	83	83
Repeat Purchase	Pearson Correlation	.833**	1
	Sig. (2-tailed)	.000	
	N	83	83

** . Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS Output form Survey Research, 2023.

The result in Table 6 depicts CDM as the predictor variable, and repeat purchase as the criterion variable. The correlation coefficient (r) shows the strength and direction of the relationship between the variables. As revealed by the analysis, correlation coefficient (r) is 0.833 which entail that the relationship between CDM and repeat purchase is very strong. Furthermore, the analysis showed that the probability value is less than the critical value (i.e. $p = 0.000 < 0.01$). This means, CDM had a very strong, positive and statistically significant relationship with repeat purchase ($r = 0.833$, $n = 83$, $p = 0.000 < 0.01$). Thus, we rejected the null hypothesis which states that there is no significant relationship between CDM and repeat purchase of upscale dining restaurants in Port Harcourt.

Table 7: Relationship between customer data management and customer loyalty

		CDM	Customer Loyalty
CDM	Pearson Correlation	1	.547**
	Sig. (2-tailed)		.000
	N	83	83
Customer Loyalty	Pearson Correlation	.547**	1
	Sig. (2-tailed)	.000	
	N	83	83

** . Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS Output form Survey Research, 2023.

Table 7 depicts that CDM is the predictor variable, and customer loyalty is the criterion variable. The correlation coefficient (r) shows the strength and direction of the relationship between the variables. As revealed by the analysis, correlation coefficient (r) is 0.547 which means, that the relationship between CDM and customer loyalty is moderate. Furthermore, the analysis showed that the probability value is less than the critical value (i.e. $p = 0.000 < 0.01$). This mean that CDM had a moderate, positive and statistically significant relationship with customer loyalty ($r = 0.547$, $n = 83$, $p = 0.000 < 0.01$). Therefore, we rejected the null hypothesis which states that there is no significant relationship between CDM and customer loyalty of upscale dining restaurants in Port Harcourt.

Table 8: Relationship between customer data management and customer retention

		CDM	Customer Retention
CDM	Pearson Correlation	1	.706**
	Sig. (2-tailed)		.000
	N	83	83
Customer Retention	Pearson Correlation	.706**	1
	Sig. (2-tailed)	.000	
	N	83	83

** . Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS Output form Survey Research, 2023.

Table 8 showed that CDM is the predictor variable, while customer retention is the criterion variable. The correlation coefficient (r) shows the strength and direction of the relationship between the variables. As revealed by the analysis, correlation coefficient (r) is 0.706 which means, that the relationship between CDM and customer retention is high. Furthermore, the analysis showed that the probability value is less than the critical value (i.e. $p = 0.000 < 0.01$). This means, CDM had a high, positive and statistically significant relationship with customer retention ($r = 0.706$, $n = 83$, $p = 0.000 < 0.01$). Therefore, we rejected the null hypothesis which states that there is no significant relationship between CDM and customer retention of upscale dining restaurants in Port Harcourt.

DISCUSSIONS OF FINDINGS

Results of the analysis on the relationship between CDM and repeat purchase indicated that there was a very strong, positive and statistically significant relationship between the variables. The strength and direction of the relationship are indicated by the correlation coefficient and the probability value. Similarly, CDM had a moderate, positive and statistically significant relationship with customer loyalty, and a strong and positive relationship with customer retention as evidenced in the correlation coefficients and probability values of 0.833, 0.857 and 0.076 respectively. In view of these findings, hypotheses 1, 2 and 3 were rejected. Therefore, CDM positively and significantly relates to marketing effectiveness of upscale dining restaurants in Port Harcourt.

These findings corroborates the report that there is a strong, positive correlation between data management and competitive advantage; and that market orientation influences the relationship between the variables (Moses et al., 2010). The current findings also align with the findings of Mukhtar (2015) that a strong statistically significant relationship exists between data management and business performance of SMEs; and the view that there is a strong, positive effect of CDM on customer attraction in Arab Bank.

Our findings also align with the findings of Mamoun and Samer (2010) that CDM assets and capabilities had very strong positive effect on overall performance Jordanian telecommunication organizations. In addition, our findings are consistent with the findings of Ionica et al. (2019) that massive volumes of data coming from different sources have a positive effect on real-time decision-making; and the view that volume and availability of data produced and affordably

stored has become an important new resource for building organizational competitive advantage (Konstantina et al., 2019).

CONCLUSION AND RECOMMENDATIONS

This paper has baroquely discussed the underpinning concepts surrounding CDM and marketing effectiveness. The relevance of efficient and operational CDM in influencing significant performance in hospitality firms cannot be over emphasized. Empirical evidence obtained from the analysis of data and the review of extant literature suggests that CDM relates positively with marketing effectiveness with its proxies as repeat purchase, customer loyalty, and customer retention.

Findings of the study depicts that for firms to run business activities in an efficient and effective way, achieve competitive advantage and stand out in the marketplace it is important for them to embrace and adopt efficient CDM. Sequel to the findings of the study, the authors conclude that CDM relates with marketing effectiveness and recommend that the panacea to improved performance of hospitality firms in Port Harcourt is anchored on the eclectic adoption of efficient CDM strategies.

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