
CUSTOMER DEFECTION MANAGEMENT: A PANACEA TO MARKETING EFFECTIVENESS OF UPSCALE DINING RESTAURANTS IN PORT HARCOURT

ADIELE Kenneth C.

Department of Marketing
Faculty of Administration and Management
Rivers State University Port Harcourt
adiele.kenneth@ust.edu.ng

IKEGWURU Mac-Kingsley

Department of Marketing
Faculty of Administration and Management
Rivers State University Port Harcourt
bestvaluecrest@gmail.com

NWANKWO Greg Chigemecha

Department of Marketing
Faculty of Administration and Management
Rivers State University Port Harcourt
nwankwo.chigemacha@ust.edu.ng

ABSTRACT

The study investigated the relationship between customer defection management and marketing effectiveness of upscale dining restaurants in Port Harcourt. The population of the study consisted 35 upscale dining restaurants in Port Harcourt. The study took a census. Marketing managers, customer relationship managers and branch managers provided primary data through structured questionnaire designed in five point likert scale. The Pearson product moment correlation (PPMC) was used to test the hypotheses formulated in the study. The result revealed that customer defection management, positively and significantly relates to marketing effectiveness of upscale dining restaurants. Therefore, the study concludes that customer defection management had strong nexus with marketing effectiveness and recommends that the panacea to poor marketing effectiveness of dining restaurants in Port Harcourt is anchored in their ability to effectively monitor and reduce customer defection levels.

Keyword: Customer defection management, marketing effectiveness, upscale dining restaurants

INTRODUCTION

One important variable that is acknowledged as a key driver of marketing performance is the ability to attract and retain customers (Jimmy, 2020; Bhattacharya, 2018). Scholars and practitioners have acknowledged that small changes in loyalty and retention rate can yield disproportionately large changes in marketing performance (Reichheld et al., 2000). Reichheld and Sasser (2010) have empirically verified that it is five times more expensive to acquire a new customer than to retain an existing one.

Given such impact on marketing performance, a change from a mere transactional to a relational paradigm has been advocated. Relationship programs seek to increase customer lifetime value since the longer a customer stays with a firm, the more profitable the customer tends to become. The customer does not only buy more, but also becomes dependent on the firms' products, which reduces probability of defection (Karam et al., 2019).

It follows that managing customer relationship with a view to reducing customer defection cannot be overemphasized. With respect to the forgoing, it may be more prudent to spend marketing resources on

keeping existing customers than acquire new ones. Management has to devise strategies to monitor customer purchase trends to identify changes in customer's purchase trends so that they can build the right relationship with different customers in order to enhance customer retention and loyalty. Rapid advances in information and communication technologies, globalization and product proliferation have provided them with options, and have made them more sophisticated and demanding (Ateke & Onwujiariri, 2014). The situation is worsened by the bewildering array of promotional campaigns customer are exposed to.

Thus, customers easily switch to competing brands where they are not satisfied with their current supplier. Customer retention has thus become difficult to increase. Customers will buy from firms that offer the highest perceived value. Perceived value is customers' evaluation of the differences between benefits and costs of a product compared to those of competing brands (Kotler & Armstrong, 2008). The ability to predict that a particular customer is at a high risk of defecting, while there is still time to do something about it, represents additional potential revenue source for every business.

Besides the direct loss of revenue that results from a customer abandoning the business, the costs of initially acquiring that customer may not have already been covered by the customer's spending to date. In other words, acquiring that customer may have actually been a losing investment. Furthermore, it is always more difficult and expensive to acquire a new customer than it is to retain a current paying customer. Today, most firms' programs to control customer defection center heavily on the management of customer satisfaction (Capraro, Broniarczyk & Srivastava, 2013).

A substantial body of research suggests that repurchase intent and repurchase behaviour are linked to customer satisfaction. However, a closer review raises the question as to how well defection can be controlled by focusing solely on managing satisfaction. A number of academic studies found that satisfaction explains a relatively small proportion of the variance (less than 8%) in repurchasing behaviours (Newman & Werbel, 2009). In contrast, Reichheld (2000) found in studies of other scholars that 65, to 85 percent of defecting customers do so despite being "satisfied" or "highly satisfied. "Thus, high satisfaction levels do not guarantee that customers will not defect. And dissatisfaction does not necessarily lead to defection customers may continue to purchase from a vendor that has been a source of dissatisfaction (Hennig-Thurau et al., 2007).

Furthermore, if companies can more accurately predict which customers are most likely to depart, they can target incentives to those customers in order to induce them to stay. Firms would also save money and organizational resources by refraining from investing efforts in providing incentives to customers that would probably stay nonetheless (Neslin et al., 2006). Therefore, it is important that firms develop the ability to predict defection with accuracy (Karam et al., 2009). Other researchers (Shaffer & Zhang, 2002) confirm the importance of predicting defection to enable the elaboration of targeted retention strategies to limit customer losses. Lemmens and Croux (2006) suggests that, specific incentives may be offered to customer who are most likely going to defect in order to try to keep them in the customer base of the firm.

There is steady increase in the number of restaurants in Port Harcourt resulting in intense competition among firms in the industry. Customers can easily switch from one restaurant to another because restaurants offer nearly identical services. In order words, restaurant are not highly diversified in terms of the product they offer. This carries a danger of creating a situation where firms fight for customers using various strategies. Also, the upsurge in the number of restaurants is likely to make it difficult to maintain marketing effectiveness especially in terms retaining customers.

As such, it has become apparent that restaurants must prevent current customers from switching to competitors and acquire new ones to increase their customer base. Thus, this study speculate that restaurants lose customers probably due to lack of adequate customer defection data management and

analysis. Against this backdrop, this study is designed to investigate the relationship between customer defection management and marketing effectiveness of upscale dining restaurants in Port Harcourt.

The study was guided by the following null hypotheses:

Ho₁: There is no significant relationship between customer defection Management and repeat purchase.

Ho₂: There is no significant relationship between customer defection management and customer loyalty.

Ho₃: There is no significant relationship between customer defection management and customer retention.

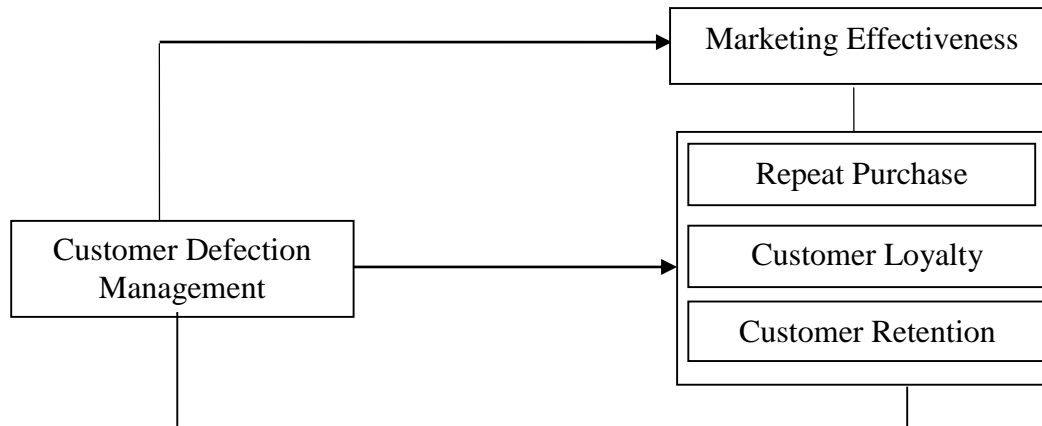


Fig. 1: Conceptual Framework of relationship between customer defection management and marketing effectiveness

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.

LITERATURE REVIEW

Theoretical Foundation: Planned Behaviour Theory

Planned behaviour theory (TPB) (Ajzen, 1985) holds that human behaviour can be predicted through behavioral attitudes, subjective norms and behavioral intention. When an individual expects a positive result of an action, they will perform that action (Burcu et al., 2013). In order words, TPB states that the best way to predict and explain behavior is through 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) peoples 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 & Fisbein 1980, Fishbein & Ajzen 1975).

According to TPB attitude and subjective norms influence behavioral intentions, and then, behavioral intention influence behavior. Attitude refers to a person's favorable or unfavorable appraisal of behavior. Subjective norms refers to perceived social pressure to perform or not to perform a behavior. Intention indicates how willing a person is to attempt behavior and how much effort they are likely to exert toward that behavior. Finally, because man is in control of his emotion and actions. The planned behavior theory is appropriate for the study.

Nature of Customer Defection Management

Customer defection is the loss of customers or the decrease in purchases by customers which affects the performance of an organization (Truchot, 2016). It is a situation whereby a customer chooses to stop using a firm's products. In effect, it is when a customer ceases to be a customer (Ryan, 2021). Customer defection management is the process of monitoring and identifying customers who want to discontinue relationship with a firm with a view to implementing strategies to retain them. Some customer defections are easy to identify; some are not.

Customers that have stopped buying from a firm and have started patronizing another firm have obviously defected. There are also customers who transfer part of their purchases to another seller, and those who actually buy more from another seller. Customer defection may also refer to other unwanted behaviours such as ceasing to recommend the company or commencing the referral of a competitor (Truchot, 2016).

Measuring customer defection is one of the most useful methods for a company to identify how the value that the company offers might be changing and need to change versus the competition. According to Chand (2021), customer defection management should focus a service provider on those aspects of the service which are important to the customers. In other words, customer defection management should focus attention on exactly the things that are valued by customers.

Customers generate more profits each year they stay with a firm. Losing a customer means losing all the revenues they would have brought in future (Kotler & Armstrong, 2013). A firm's greatest worry and source of motivation to make improvements should be customers that defect. It is important for firms to gather feedback from defecting customers and adjust their processes and products to reflect customers' concerns. The idea should be to attain zero customer defection. For example, as soon as a family starts going to other restaurants half the time they go out to eat, the family should be labeled as a defected customer by the restaurant who is interested in keeping the family as its customer (Chand, 2021).

Reducing customer defection is not just about retaining customers that are about leaving, although that is an important part of the situation. Reducing the conditions for defection is something a firm can do at every stage of the customer lifecycle, through initiatives like: improving customer experience, educating customers, rewarding loyalty and recognizing best customers (Ryan, 2021). A great customer experience is one of the best investments a firm can make in customer acquisition as well as retention. Great customer experience make customers feel good about doing business with the firm, whether they are new or existing customers.

Again, part of providing good service is giving customers the information and support they need to get the most out of the firm's products. This might mean offering guides and explainers on the firm's website, giving prompt answers through a live agent or chat box feature, or being active on social media when customers share opinions and ask questions.

Another important thing that a firm has to do is to find a mechanism to track customers who have already defected or are on the verge of doing so (Ryan, 2021). This mechanism will track customers' purchases from the service provider and alert the provider when there is change in their buying pattern. For instance, a retailer issues cards to all its customers. Customers are interested in getting the cards because the card holders get discounts on their purchases. Customers' future purchases are automatically registered against their card number. The retailer knows how often particular customers return and how much they buy. The retailer can contact those who are visiting infrequently or those who are purchasing less (Chand, 2021).

It is important to learn from defectors the reasons for their leaving. Feedback from defecting customers is specific. Specific and relevant questions have to be asked about why the customer defected. Customers are generally able to tell very clearly and some probing can get at the root cause of their unhappiness with the service provider. The firm can use this information in a variety of ways. If a customer stops buying or does not buy certain services, the seller calls immediately to get a feedback. The customer may tell him that a competitor is offering the same service at a much lower price or that a firm's personnel was rude to him when he visited last time. The company can decide to lower its prices or decide to hold a training programme for its employees, depending upon the feedback it gets from the defected customers (Jimmy, 2020).

Customer attrition merits special attention by fast food restaurants because of the low barriers to switching to a competing service provider. According to Jimmy (2020), customer defection is often used as an indicator of customer satisfaction. There are researches on customer defection data modeling which may provide businesses with several tools for enhancing customer retention. Using data mining and software, one may apply statistical methods to develop nonlinear attrition causation models.

Understanding Marketing Effectiveness

Marketing effectiveness is the degree to which the activities of marketing in the organization help in the achievement of its business goals (Ambler et al., 2001). It is the extent to which an organization acquires more market, advertising and promotional shares in relation to competitors (Nwokah & Ahiazu 2008).

In organizational studies, Druker (1994) consider effectiveness to be doing the right thing. Similarly, in marketing literature effectiveness is described as the extent to which marketing actions have helped the company to achieve its goals (Ambler et al. 2001). Scholars have identified different measures of marketing effectiveness. Nwokah and Ahiazu (2008) identified customer philosophy, integrated marketing efforts, marketing information, strategic orientation and operational efficiency. Azabugaogh et al. (2006) identified integrated marketing organization, adequate marketing information, strategic orientation, operational efficiency, marketing proficiency and information processing capability. In this study, we adopt repeat purchase, customer loyalty and customer retention as measures of marketing effectiveness. This is line with kokkinaki and ambler (2001) and Clark (1999).

Repeat purchase is the act of purchasing again, a product or brand with which a customer has previous experience. Repeat purchase describes a situation where a customer returns to the particular firm for more business after an initial trial (Nwiepe & Ateke, 2016). Repeat purchase customers are those who have found emotional, intellectual or physical satisfaction with a product or brand (Nwulu & Asiegbu, 2015, as cited in Nwiepe & Ateke, 2016). Repeat purchase is often based on routine or habitual buying decisions, where search for information around a purchase 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.

Customer loyalty is a deep-seated psychological predisposition of customers to continually patronize a product, brand or continually buy from a given outlet (Ateke & Isaac, 2020). It describes a situation where a satisfied customer continuously returns for further business with a supplier. Customer loyalty is also a willingness of customers 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 customers to maintain exchange relationship with a particular seller.

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 from the planned behaviour theory and is something that consumers may exhibit to brands, services and products or activities. 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.

METHODOLOGY

This study adopted an explanatory research design. The population consist 35 upscale dining restaurants in Port Harcourt. Considering the small sample size of the population, a census was taken. 4 respondents were sampled from each of the 35 upscale restaurants making a total of 105 respondents. The respondents were marketing managers, customer relationship managers and branch managers. Structured questionnaire was the instrument used to collect primary data from respondents. The scale used in this study was assessed for content, construct and face validity. Content validity was ensured based on review of similar constructs from major variables of the study - customer defection management and marketing effectiveness of upscale dining restaurants in Port Harcourt.

For construct validity, the questionnaire used by Karan et al. (2009), Guo (2010) and especially Patel, (2021) on defection detection was modified and refined to suit our study. The face validity of the research instrument was ascertained by academics and other experts in measurement and evaluation studies. 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.

Further, the Cronbach's Alpha analysis was used to ascertain the reliability and internal consistency of the measurement instrument while the Pearson Product Moment Correlation (PPMC) was used to test the relationship between (customer defection management and marketing effectiveness of restaurants in Port Harcourt. The analysis was conducted with the aid of the Statistical Packages for Social Sciences, Version 22.0.

Table 1: Reliability Analysis of Customer Defection management and Marketing Effectiveness

S/No	Dimension/Measures of the Study	Number of Item	Cronbach's Alpha
1	Customer defection management	4	0.951
2	Marketing Effectiveness		
3	Repeat purchase	4	0.770
4	Customer loyalty	4	0716
5	Customer retention	4	0.945

Source: SPSS version 22.0.

Table 1 show the 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.

RESULTS AND DISCUSSION OF FINDINGS

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 Customer Defection Management as -the predictor variable; and Marketing Effectiveness as the criterion variable.

Table 2: Descriptive Statistics for Customer Defection Management

	N	Sum	Mean	Std. Dev.	Variance
Your customers have a good experience from your customer.	83	342	4.12	.593	.351
Your restaurant educates customers on certain products and services.	83	316	3.81	1.254	1.572
Your restaurant recognizes and rewards customers for being loyal.	83	323	3.89	1.278	1.634
Your restaurant's services give customers the information and support they need to get the most out of the firm's products and services	83	316	3.81	1.244	1.548
Valid N (listwise)	83				

Source: Research Desk, 2024

From the results of descriptive analysis of customer defection analysis on Table 2, 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 1 had the highest sum of 342 and therefore the highest mean score of 4.12. That is to say item 1 had the strongest influence on customer defection analysis. Furthermore, item 3 had the highest standard deviation of 1.278 and variance of 1.634 respectively, indicating that data are most dispersed on this item.

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, 2024

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 means, greater number of the respondents gave affirmative responses to the questionnaire items. However, item 1 has the highest sum of 396 and therefore the highest mean score of 4.77. That is to say item 1 has the strongest influence on repeat purchase. More so, item 1 has 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, 2024

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 have the highest sum of 356 and therefore the highest mean score of 4.72. That is to say 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, 2024

From the results of the descriptive analysis of customer retention on Table 5, it can be seen that all the responses generated mean scores above 3.00. This mean 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 defection Management and repeat purchase

		Customer Defection Management	Repeat Purchase
Customer Defection Management	Pearson correlation	1	0.575
	Sig (2 tailed)	83	000
Repeat Purchase	Pearson correlation	0.575	83
	Sig. 2 (Tailed)	000	1
	N	83	83

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

Source: SPSS output from survey Research (2024)

Table 6 shows the result of correlation obtained for customer defection management and repeat purchase. Similarly displayed in the Table is the statistical test of significance (p - value), which makes possible the generalization of our findings to the study population. From the result obtained in Table 6 above, the correlation coefficient (rho) showed that there is a significant relationship between customer defection management and repeat purchase. The correlation coefficient of 0.575 confirms there is a correlation between the variables. Therefore, based on the results obtained, the null hypothesis earlier stated is hereby rejected. Thus, there is a significant relationship between customer defection management and repeat purchase in upscale dining restaurants in Port Harcourt.

Table 7: Relationship between customer defection Management and customer loyalty

		Customer Defection Management	Repeat Purchase
Customer Defection Management	Pearson correlation	1	0.787
	Sig (2 tailed)	83	000
Repeat Purchase	Pearson correlation	0.787	83
	Sig. 2 (Tailed)	000	1
	N	83	83

Source: SPSS output form survey Research, 2024

Table 7 shows the result of correlation between customer defection management and customer loyalty. Similarly displayed in the Table is the statistical test of significance (p - value), which makes possible the generalization of our findings to the study population. From the result obtained in Table 7 above, the correlation coefficient (rho) showed that there is a significant relationship between Customer Defection Management and Repeat Purchase. The correlation coefficient of 0.787 confirms there is a correlation between the variables. Therefore, based on the result, the null hypothesis earlier stated is hereby rejected. Thus, there is a significant relationship between customer defection management and customer loyalty in upscale dining restaurants in Port Harcourt.

Table 8: Relationship between Customer Defection Management and customer Retention

		Customer Defection Management	Repeat Purchase
Customer Defection Management	Pearson correlation	1	0.785
	Sig (2 tailed)	83	000
Repeat Purchase	Pearson correlation	0.785	83
	Sig. 2 (Tailed)	000	1
	N	83	83

Source: SPSS output form survey Research 2024

Table 8, shows the result of correlation between customer defection management and customer retention. The Table also display the statistical test of significance (p - value), which makes possible the generalization of our findings to the study population. From the result obtained, the correlation coefficient (rho) between customer defection analysis and customer retention 0.785. This correlation coefficient confirms that there is a correlation between the variables. Therefore, the null hypothesis earlier stated is hereby rejected. Thus, there is a significant relationship between customer defection management and customer retention in upscale dining restaurants in Port Harcourt.

DISCUSSION OF FINDINGS

This study focused on customer defection management and marketing effectiveness (repeat purchase, customer loyalty and customer retention). The result of the empirical analyses indicate that a positive and statistically significant relationship exist between customer defection management and marketing effectiveness. Specifically, the results showed that customer defection management has a moderate, positive and statically significant relationship with repeat purchase, and a strong and positive relationship with customer loyalty and customer retention.

The findings of this study corroborates the views of Mukhtar (2015) that a strong, positive and statistically significant relationship exists between customer defection management and business performance of SMEs. Also, our findings are consistent with the findings of Hadeel (201) that there is a strong, positive effect of customer defection management towards customer attraction in Arab Bank Also in line with the findings of this study is that of Mamoun and Samer (2010) that customer data management assets and capabilities have a very strong, positive effect on the overall performance of Jordan's telecommunication organizations.

CONCLUSION AND RECOMMENDATIONS

Based on the findings of the study obtained from the test of hypotheses, it was concluded that customer defection management significantly relates with marketing effectiveness of upscale dining restaurants in Port Harcourt, therefore the authors recommended that the panacea to poor marketing effectiveness of Dinning Restaurants in Port Harcourt is anchored in their ability to effectively monitor and reduce their customer defection level.

REFERENCES

- Ajzen, I., & Driver, B. L. (1985). Application of the theory of planned behavior to leisure choice. *Journal of Leisure Research*, 24, 207–224.
- Ajzen, I. (1991). The theory of planned behavior. *Organizational Behavior and Human Decision*.
- Ambler, T., Kokkinaki, F., Puntoni, S., & Riley, D. (2001). Assessing market performance: The current state of metrics. *London Business School, Centre for Marketing Working Paper*, 01-903.
- Ateke, B. W., & Onwujariri, J. C. (2014). Relevance of excellent customer service in organisational competitiveness. *West African Journal of Business and Management Sciences*, 3(1), 87-95.
- Ateke, B. W., & Isaac, H. A. (2020). Online consumer protection initiatives and e-loyalty. *International Academic Journal of Management and Marketing*, 6(5), 59-73.
- Azabagaoglu, O. M., Akyol, A., & Ozay, A. (2006). Examining the Turkish wine industry: Marketing effectiveness and recommendations for increasing its competitive performance. *New Zealand Journal of Crop and Horticultural Science*, 34, 257–268.
- Berry, L. L. (2002). Relationship marketing of services: Growing interest, emerging perspectives. *Journal of Academy of Marketing Science*, 23(4), 236-45.
- Bhattacharya, C. B. (2018). When customers are members: Customer retention in paid membership contexts. *Journal of the Academy of Marketing Science*, 26(1), 31-44.
- Boohene, R., Agyapong, G. K. Q. & Gonu, E. (2013). Factors influencing the retention of customers of Ghana commercial bank within Agona Swedru Municipality. *International Journal of Marketing Studies*, 5(4), 13-29.

- Burcu, C., Sevtap, U., & Aysel, E. (2013). Analysing the relationship between consumption values and brand loyalty of young people: A study on personal care products. *European Journal of Research on Education, Special Issue*, 29-46.
- Capraro, A. J., Broniarczyk, S. & Srivastava, R. K (2013). Factors influencing the likelihood of customer defection: The role of consumer knowledge. *Journal of the Academy of Marketing Science*, 31(2), 164-175.
- Drucker, P. (1994). *Management: Task, responsibilities, practices*. Harper and Row.
- Gengeswari, K. & Padmashantini, P. (2013). Impact of customer retention practices on firm performance in the retailing sector: A comparison between a foreign and home grown retailer in Malaysia. *International Journal of Management & Information Technology*, 6(1), 672-288.
- Hadeel, S. A. (2016). Customer data management towards customer attraction from *and Data management*, 6(11), 47-57.
- Hennig-Thurau, T., Gwinner, K. P., & Gremler, D. D. (2007). Understanding relationship marketing outcomes. *Journal of Service Research*, 4(3), 230-247.
- Jimmy, W. L. S. (2020). Customer attrition. Retrieved from https://en.wikipedia.org/wiki/Customer_attrition
- Karam, K. A., Jorge, F. S., Flávia, S. & Manoel, J. T. C. (2019). Customer defection: Insights from a major Brazilian newspaper publisher. *Revista de Administração FACES Journal*, 8(2), 11-26.
- Kokkinaki, F., & Ambler, T. (1999). Marketing performance assessment: An exploratory investigation into current practice and the role of firm orientation. *Working Paper*, 99-114.
- Kotler, P., & Armstrong, G. (2008). *Principles of marketing (12th edition)*. Pearson.
- Lemmens, A., & Croux, C. (2006). Bagging and boosting classification trees to predict churn. *Journal of Marketing Research*, 43, 276-286.
- Mamoun, N. A., & Samer, M. A. (2010). The effect of customer data management on organizational performance: An empirical investigation of the telecommunications organizations in Jordan. *International Journal of Emerging Markets*, 5(1), 38-77.
- Mukhtar, S. A. (2015) Influence of data management on performance in small manufacturing firms. *International Journal of Business, Economics and Law*, 8(2), 63-67.
- Neslin, S. A., Gupta, S., Kamakura, W., Lu, J., & Mason, C. H. (2006). Defection detection: Measuring and understanding the predictive accuracy of customer churn models. *Journal of Marketing Research*, 43, 204–211.
- Newman, J. W., & Werbel, R.A. (2009). Multivariate Analysis of brand loyalty for major household appliances. *Journal of Marketing Research*, 10, 404-409.
- Nwiepe, N. M., & Ateke, B. W. (2016). Customer service management and patronage of GSM services in Rivers State. *Rivers State University Journal of Marketing Development*, 1(1), 98-106.
- Nwokah, N. G., & Ahiauzu, A. I. (2008). Emotional intelligence and marketing effectiveness. *Marketing Intelligence & Planning*, 7(27), 864–881.
- Oliver, R. L. (1997). *Satisfaction: A behavioral perspective on the consumer*. Irwin/McGraw-Hill.
- Reichheld, F. F., & Sasser, W. E. (2010). Enhancing customer retention through relationship marketing. *Journal of Marketing*, 6(11), 121-126.
- Reichheld, F. F., Sasser, W. E., Markey, R. G., & Hopton, C. (2000). The loyalty effect: The relationship between loyalty and profits. *European Business Journal*, 12(3), 134-139.
- Ryan, S. (2021). What is customer churn? How to measure & prevent it. Retrieved from <https://www.qualtrics.com/experience-management/customer/customer-churn/>
- Saunders, M., Philip, L., & Adrian. T. (2003). *Research methods for business student*. Prentice Hall: Financial Times 1160.
- Shaffer, G., & Zhang, Z. J. (2002). Competitive one-to-one promotions. *Management Science*, 48(9), 1143- 1160.
- Sullivan, A. (2001). Cultural capital and educational attainment. *Journal of Sociology*, 35(4), 893-912.
- Truchot, D. (2016). Customer defection. Retrieved from <https://www.ipsos.com/en/ipsos-encyclopedia-customer-defection>