

## **IMPACT OF CUSTOMERS RELATIONSHIP MANAGEMENT ON ORGANIZATIONAL PERFORMANCE (A STUDY OF CADBURY NIGERIA PLC)**

**Linus Izediuno, Okafor<sup>1</sup>**

Department of Business Administration, Bells University of Technology, Ota, Nigeria.

**Ikenna Theodore, Nnoli<sup>2\*</sup>**

Department of Economics, Accounting and Finance, Bells University of Technology, Ota, Nigeria

**Mobolanle Adunola, Ajayi<sup>3</sup>**

Department of Business Administration, Bells University of Technology, Ota, Nigeria.

**Balikis Ayomide, Adeyemi<sup>4</sup>**

Department of Business Administration, Bells University of Technology, Ota, Nigeria.

**Adebowale Adeshola, Alao<sup>5</sup>**

Department of Business Administration, Distance Learning Institute, University of Lagos, Nigeria

**Joseph Chukwudi, Obaro<sup>6</sup>**

Department of Economics, Accounting and Finance, Bells University of Technology, Ota, Nigeria

\*Corresponding Author: itnnoli@bellsuniversity.edu.ng;  
nnolis22@yahoo.com

### **Abstract**

*The study examined the impact of customer relationship management on organizational performance; a study of Cadbury Nigeria PLC. The study adopted descriptive research design to evaluate the impact of customer relationship management on organizational performance. The study population comprises of all the 780 employees of Cadbury manufacturing Plant in Ikeja, Lagos state. Taro Yamane sample size determination formular was employed to ascertain the sample size. The sample size for the study is 264, and structured questionnaire was distributed to the selected employees. The study's hypotheses were tested using the Pearson Correlation Coefficient. The result from the Pearson correlation for hypothesis 1 shows 80.1% correlation which implies a positive and significant relationship between customers retention management and organizational performance. The result is however, significant at 1% level of significance i.e., 0.01 since its p-value is less than 0.01. Furthermore, the result for hypotheses 2 revealed 72.9% correlation which implies a positive and significant relationship between customer knowledge management and organizational performance. The result is however, significant at 1% level of significance i.e., 0.01 since its p-value is less than 0.01. The study recommends that Cadbury Nigeria PLC should invest in robust CRM systems that enable them to effectively manage customer data, interactions, and feedback. Additionally, businesses should foster a customer-centric culture throughout the organization.*

**Keywords:** Customer Relationship Management, Customer Retention Management, Customer Knowledge Management, Organizational Performance.

## 1.INTRODUCTION

Customer relationship management has become an important stream of marketing research over the past two decades. Over time, this concept has evolved from a narrow understanding of CRM as a specific (Pynadath, Rofin & Thomas, 2023) technological solution to a broadly “strategic approach that is concerned with creating improved shareholder value through the development of appropriate relationships with key customers and customer segments” (Kuma & Reinartz, 2018). The need for a new business environment creation is the base of this approach, which creates the opportunity for customer relationship management (Kumar, Mokha & Pattnaik, 2022). The companies must accurately understand the needs of customers to provide information, services, and products to customers (Rivaldo, Kamanda & Yusman, 2022). Since the world of business has changed its focus from product orientation to customer-orientation (Duffy, Bruce & Moroko, 2020), it is perceived that enhancing relations with customers leads to the profitable and sustainable growth of revenue. Research has shown that customer-to-firm relationships have been positively affected by relationships established between service providers and customers (Agu et al, 2024). A business is enabled by CRM to better understand its customers' implied and the stated needs and corporations have invested in heavily and have adopted it as a core business strategy (Venkatesan, Kumar & Reinartz, 2022).

Relationship Marketing (RM) principles, a developing area of modern-day marketing, is the base of Customer Relationship Management. Customer Relationship Management, or CRM for short, is the process of managing all aspects of interaction a company has with its customers, including prospecting, sales, and service (Guerola et al, 2024). CRM applications attempt to provide insight into and improve the company/customer relationship by combining all these views of customer interaction into one picture (Anbari, & Deng, 2022). CRM is an integrated approach to identifying, acquiring, and retaining customers. By enabling organizations to manage and coordinate customer interactions across multiple channels (Jocevski, 2020), departments, lines of business and geographies. CRM helps organizations maximize the value of every customer interaction and drive superior corporate performance. Others, with a managerial rather than technological emphasis, claim that CRM is a disciplined approach to developing and maintaining profitable customer relationships, and that technology may or may not have a role. (Lin & Lin, 2023).

CRM focuses on enhancing, maintaining, and establishing long-term associations with customers and is based on information collection before decision making (Lamrhari et al, 2022). Also, (Fiiwe et al, 2023) identify CRM as: “a comprehensive strategy and process of acquiring, retaining, and partnering with selective customers to create superior value for the company and the customer”. CRM systems' recent emergence has focused even more on the customer data value as a key organizational asset (Saha, et al, 2021). Also, CRM operation, by which the implementation and development of more effective and efficient strategies focused on the customer are enabled, leads to firm's success (Migdadi, 2021). Organizational performance is a construct which has many

dimensions. According to the theory of organization, efficiency and effectiveness can be classifications of organizational performance (Naveed et al, 2022). “The degree to which desired organizational goals are achieved,” is referred to as effectiveness, whereas, “...the proportion of inputs of organizational resource which is used to achieved outcomes,” is represented as efficiency (Kaydos, 2020).

Although CRM has conceptual support and significant financial indications, empirical research has been done to examine the link between CRM and performance which has met with ambiguous results. It is revealed by past studies that improvements in organizational performance have only been seen in 30% of the organizations which have used the technology of CRM (Bull, 2003; Chang et al., 2010). Thus, the relationship between CKM and performance has outlined quite a new area of study (Lopez-Nicolas & Molina-Castillo, 2008), offering a great opportunity to develop and elaborate these concepts and their impact, on business excellence. Some studies have been conducted regarding the impact of CKM on business and projects (Chua & Banerjee, 2013; Fruhling & Siau, 2007; Gorry & Westbrook, 2013; July-Abid & Ali, 2014; Lin, Che, & Ting, 2012; Sofianti, Suryadi, Govindaraju, & Prihartono, 2013), with different findings. Its evidence that research related to the current study have been carried out, however, there have been conflicting finding, hence the need to embark on this study to determine the relationship between customers relationship management and organization performance particularly at Cadbury Nigerian Plc.

### ***1.1 Aim and Objectives of the Study***

The overall aim of this study is to undertake a comprehensive analysis of customer relationship management and organizational performance. To achieve this central aim, the following specific objectives were pursued.

- i. Investigate the relationship between customers retention management and organizational performance.
- ii. examine the relationship between customer knowledge management and organizational performance.

## **2.LITERATURE REVIEW**

### ***2.1 Conceptual Literature Review***

#### **2.1.1 Customer Relationship Management**

Customer relationship management comprises a set of software tools specially devised to command the three axes of firm-customer relations: sales, marketing, and services. In fact, (Al-Bashayreh et al, 2022) state that electronic CRM has become the latest paradigm in the world of customer relationship management, as modern companies have understood the need to evolve in an environment-sensitive manner to succeed with their marketing strategies. Since its emergence, CRM has had the globally accepted, primary goal of both attracting and retaining economically valuable customers, while leaving the less profitable ones aside (Prabhu & Aithal, 2022). Considering the linearly growing interest in CRM since the 1970s, (Lecerf & Omrani, 2020) have considered it one of the most important areas of study for applied sciences soon.

In today’s world, with online market trade constantly growing, it has become critical to gather, analyse and process all customer data that SMEs may be able to collect to turn first-time online purchasers into loyal customers (Costa & Castro, 2021). Such challenge

is underscored by a study from the Boston Consulting Group, indicating that 65% of online customers making a first-time purchase on a given website will never purchase again from it. Gil-Gomez et al, (2020) has shown that CRM is a very valuable tool for web-enabled companies to fill the service gap discouraging users from purchasing anew on the same online outlet after a first time.

### **2.1.2 Organization Performance**

Organizational performance here means the outcome and the number of workforces in an organization. Further, it can be the outcome accomplished by a person, team, organisation, or process (Luthans, Luthans & Luthans, 2021). Small business commonly assesses business or organisation performance in terms of economic perspective. Nevertheless, it might be measured in terms of social contribution and personal satisfaction, spiritual perspective, customer perspective, learning and growth perspective (Islam, Muhamad & Sumardi, 2022). An integrated approach to organisational performance generates delivery of ever improving value to customers and stakeholders, assists organisation sustainability, enhances the organisation capabilities and effectiveness as a whole and leads to better performance (Zhu et al, 2022). Indicators of organisation performance in this research include financial performance, internal or operational performance, customer satisfaction, employee satisfaction, and learning and growth (Eklof, Podkorytova & Malova, 2020).

### **2.2 Empirical Literature Review**

Soltani et al (2018) conducted a study on the impact of customer relationship management on the organization performance. The study explored the impact of key factors on Customer Relationship Management (CRM) success and its subsequent influence on organizational performance. Specifically, the research investigates the roles of technology, organizational capability, customer orientation, and customer knowledge management in driving CRM success. Partial Least Squares Structural Equation Modelling (PLS-SEM) was employed to test the hypotheses. Findings reveal that CRM success is significantly influenced using information technology, while customer orientation, organizational capability, and customer knowledge management also play crucial roles. The study concludes that effective CRM contributes to enhanced organizational performance through the achievement of these factors.

Al-Weshah, Al-Manasrah & Al-Qatawneh, (2019) examined Customer relationship management systems and organizational performance: Quantitative evidence from the Jordanian telecommunication industry. A self-administrated questionnaire was designed as data collection instrument using the convenient sample. Three hundred questionnaires were distributed to customer service employees in Jordanian telecommunication companies. After editing, only 140 questionnaires were valid for analysis. The quantitative method was adopted in the study such as descriptive analysis, regression models, and hypothesis testing methods. The findings show that there is a significant effect of CRMS dimensions on Jordanian telecommunication companies' performance. Moreover, each CRMs dimension (system quality information quality, system usage, and user satisfaction) has a significant effect on Jordanian telecommunication companies' performance.

Elmubasher & Hamid (2020) carried out a study on the effect of Customer relationship management dimensions on organizational performance in telecommunication Sectors in Sudan. The data collection utilized quantitative methods. Questionnaires were distributed to 286 customers. ANOVA, regression analysis was used to analyze the data collected. The result of this research showed that the implementation of CRM dimensions is more likely to improve organizational performance. The multiple regression analysis, H2: showed that there is positive significant statistical relationship between CRM organization and organizational performance, H3: showed that there is positive significant statistical relationship between knowledge management and organizational performance, H1: there is a positive significant statistical relationship between Customer orientation and organizational performance while H4: which showed that there is a positive significant statistical relationship between technology based CRM and organizational performance was rejected.

Hanif et al (2020) investigated the effect of electronic customer relationship management on organizational performance with mediating role of customer satisfaction with a focus on the mediating role of customer satisfaction conducted in Pakistan using a random sampling technique. The study employed both quantitative and qualitative methods, utilizing 220 questionnaires and structured interviews with bank managers through observation. The study investigated how technology affects customer satisfaction and enhances company performance. Findings reveal that eCRM positively influences organizational success, and customer satisfaction serves as a key mediator between eCRM and organizational performance. The results underscore the importance of maintaining an effective eCRM system in a competitive business environment.

Das and Hassan (2022) evaluated the impact of sustainable supply chain management and customer relationship management on organizational performance. A self-administered questionnaire was employed in the study. Information was gathered from 93 executives employed in the supply chain management (SCM) division of the multiple organizations in Chattogram, the commercial hub of Bangladesh and the findings of the research were evaluated using SMART PLS 3.0. The findings revealed a positive but insignificant relationship between CA and OP. In developing countries, SSCM and CA are more likely to be employed by businesses in order to accomplish OP. However, the relation between CRM and OP has been given comparatively less importance. The findings showed that SSCM and CRM are significantly related to OP.

Hanaysha and Mehmood (2022) looked at an exploration of the effect of customer relationship management on organizational performance in the banking sector. A total of 223 responses were considered valid for data analysis and partial least square approach (PLS-SEM) was used to analysed the data. The findings verified that customer orientation and CRM organization have significant positive effects on organizational performance. The outcomes also confirmed that CRM technology and knowledge management play important roles in affecting organizational performance. These findings reveal that the current business environment requires organizations to continuously monitor and manage customer relationships effectively for achieving their long-range objectives and responding to emerging challenges.



Attia (2023) analysed the Effect of sustainable supply chain management and customer relationship management on organizational performance in the context of the Egyptian textile industry. Data were collected through an online survey from 147 supply chain managers in the Egyptian textile industry to test the research hypotheses. Correlation analysis and structural equation modelling was used to analysed the data. The findings showed that there is a positive relationship between sustainable supply chain management on one side and customer relationship management, competitive advantage, and organizational performance on the other. Additionally, the findings revealed a positive relationship between customer relationship management and competitive advantage from one side and organizational performance from the other side.

Gonu, Okeniyi and Agyapong (2024) carried out a study on Customer relationship management practices and organisational performance of commercial banks in Ghana: a mediation analysis. The sample used was 420 customers who were selected using multi-stage sampling techniques. The data gathered from the questionnaire was analysed using partial least square structural equation modelling. The results revealed that CRM practices positively affect organisational performance. However, the effects become stronger when customer satisfaction and loyalty mediate hierarchically the link between CRM and organisational performance.

Alkhafagi and AlZubaidie (2024) explored the impact of customer relationship management (CRM) capabilities on organizational performance in beauty centres in Baghdad. The research examines the influence of three CRM dimensions, relationship orientation, configuration, and customer information, on performance indicators, namely efficiency, growth, and profit. Data was collected from a random sample of 187 employees across ten beauty centers using a questionnaire based on a five-point Likert scale. The findings revealed that there was a positive effect of customer relationship management capabilities on organizational performance, in addition, the greatest effect of customer relationship management capabilities was on profit, while the minimum effect was on efficiency.

### 3. METHODOLOGY

#### 3.1 Research Design

The study adopted descriptive research design to evaluate the impact of customer relationship management on organizational performance. Descriptive research design is also called survey research design. Hennink, Hutter & Bailey (2020) postulated that research design means the structuring of investigation aimed at identifying variables and their relationships to one another. The study population comprises of all the 780 employees of Cadbury manufacturing Plant in Ikeja, Lagos state. The study employed Taro Yamane (1967) model to ascertain the sample size, by employing the model, the sample size calculated below;

Sample size: 
$$= \frac{n}{1 + e^2}$$
 . Where: n = anticipated total sample size; N = population size; e = acceptable error term (0.05).

$$= \frac{n}{1 + (0.05)^2} =$$

The sampling method used for the study was quota sampling techniques, which was adopted to get information on customer relationship management and organization performance. The sample for this study is 264 and questionnaire was distributed to selected employees.

### 3.2 Data Collection Instrument and Validation

Primary data was used for the purpose of collection of information for the research and the instrument used was questionnaire. Questions were structured in line with the Hypotheses and other relevant research questions using a five-point Likert Scale measurement which ranks responses on a scale of 1 to 5, the ranking of the Likert scale for each item is given below: Strongly Disagree (1) = SD; Disagreed (2) = D; Undecided (3) = U; Agree (4) = A; Strongly Agree (5) = SA.

### 3.3 Reliability of Research Instrument

Reliability relates to precision; in other words, it is used to check the consistency and stability of the questionnaire. Reliability of a test instrument concerns its ability to produce similar results when repeated measurements are made under identical conditions. The way one assesses reliability depends on what is being measured. The reliability of the instrument was measured by the Cronbach's alpha coefficient. Some scholars have suggested that the values of all indicators or dimensional scales should be above the least recommended value of 0.60, this is shown in the table below;

**Table 3.1 Different Levels of Reliability**

Level of Reliability	Alpha Ranges
Very Good Reliability	0.8 to 0.95
Good Reliability	0.7 to 0.8
Fair Reliability	0.6 to 0.7
Poor Reliability	Less than 0.6

Source: Sekaran and Bougie, (2016).

Tables 3.1 above shows the interpretation of Cronbach alpha coefficient, which is used to describe the internal consistency of scales, obtained from the Likert scale. The higher the score, the more reliable the generated scale is.

### Results from the Pilot Study

Pilot test was carried out before the actual study to evaluate the reliability of the research instrument and reduce the possible problems or inaccuracy that the questionnaires might have. Thirty (30) questionnaires were used for pilot test and were distributed to employees of MSMEs in Ikeja, Lagos state. The Statistical Package for the Social Sciences (SPSS) software was used to run the reliability test of the 30 set of questionnaires. The result of reliability test is shown below;

**Table 3.2 Reliability Statistics Test Result**

Variable	Dimensions	Sum of Items	Cronbach Alpha
Dependent Variable	Organizational Performance	5	0.79

Independent Variables	Customers Retention management	5	0.81
Independent Variables	Customers Knowledge management	5	0.94

*Source: Authors Calculation*

From table 3.2 above, it can be concluded that all variables (Independents and Dependent) fall within the range of 0.7 to 0.95; hence the research questionnaire is considered to have a good reliability.

#### 4. DATA PRESENTATION AND ANALYSIS

This section deals with the presentation and analysis of data collected from the respondents during the study. Data are organized into tables and presented in simple percentages to find answers to research questions. The statistical test used for testing the hypothesis for the study is Pearson correlation coefficient. Pearson correlation coefficient analysis was adopted for the study to establish the significant relationship between the variables.

However, the quota sampling method was used to select the respondents on which the questionnaire was administered. A total of 264 questionnaire were initially intended to be distributed as arrived at using the Taro Ya -mane formula, but due to time and resources constraint, only a total of 177questionnaire (67%) were distributed, retrieved from the respondents, and analysed. The statistical analysis of all data gather during the survey was carried out and presented in this chapter alongside hypotheses testing.

##### 4.1 Answers to Research Questions

Section A: Demography details of the respondents

Table 4.1: Response of Demography details of the respondents

Gender	Frequency	Percent
Female	60	33.9
Male	117	66.1
Total	177	100.0
Age	Frequency	Percent
50 years and above	29	16.4
40 - 49 years	73	41.2
30-39 years	59	33.3
Below 30 years	16	9.0
Total	177	100.0
Marital Status	Frequency	Percent
Divorced	13	7.3
Married	103	58.2
Single	61	34.5
Total	177	100.0
Educational Qualification	Frequency	Percent
PhD	17	9.6



Gender	Frequency	Percent
Female	60	33.9
Male	117	66.1
Total	177	100.0

  

M.Sc./MBA	55	31.1
B.Sc./HND	49	27.7
OND/Diploma	22	12.4
SSCE	34	19.2
Total	177	100.0

  

Level of Experience	Frequency	Percent
11-20 years	88	49.7
Below 10 years	89	50.3
Total	177	100.0

Source: self-field survey

The gender distribution within a sample of 177 individuals reveals that 33.9% of the sample identifies as female, comprising 60 individuals, while 66.1% identifies as male, accounting for 117 individuals. The table's cumulative percent confirms that these two gender categories encompass the entirety of the sample, with females constituting 33.9% and males comprising the remaining 66.1%. The data presents a clear overview of the gender representation within the given sample size.

The age distribution within a sample of 177 individuals showcasing four distinct age groups. The data reveals that 16.4% of the sample consists of individuals aged 50 years and above, comprising 29 individuals. The age group "40 - 49 years" represents 41.2% of the sample, with 73 individuals falling within this category. The "30-39 years" age group constitutes 33.3% of the sample, accounting for 59 individuals, while the "Below 30 years" category comprises 9.0% of the sample, consisting of 16 individuals. The cumulative percent confirms that all age groups collectively account for the entire sample, with each age category contributing to the overall representation. This data offers valuable insights into the age distribution of the studied population, aiding in understanding the demographic composition within the sample.

Similarly, the marital status distribution of respondents, with three categories: Divorced, Married, and Single showed that out of 177 valid responses, 7.3% are divorced, 58.2% are married, and 34.5% are single. The table provides a comprehensive overview of the percentages within each category and their cumulative contribution to the total, offering valuable insights into the marital status composition of the surveyed population.

However, the distribution of educational qualifications among the respondents encompasses five categories of qualifications: PhD, M.Sc./MBA, B.Sc./HND, OND/Diploma, and SSCE. Out of a total of 177 valid responses, 9.6% hold a PhD, 31.1% have an M.Sc./MBA, 27.7% possess a B.Sc./HND, 12.4% obtained an OND/Diploma, and 19.2% have an SSCE qualification. The table provides a comprehensive breakdown of the percentages for each educational category, along with

their cumulative contributions, offering valuable insights into the educational background of the surveyed individuals. Furthermore, the distribution of respondents for level of experience consists of two categories: "11-20 years" and "Below 10 years." Out of a total of 177 valid responses, 49.7% of respondents have 11-20 years of experience, while the remaining 50.3% have experience below 10 years. The table provides a clear representation of the percentages for each experience category, along with their cumulative contributions, offering valuable insights into the distribution of professional experience among the surveyed individuals.

#### 4.2 Hypothesis Testing using Correlation Analysis

Table 4.2: Pearson Correlation Coefficient for the impact of customers relationship management on organizational performance

		<i>Hypotheses 1: There is no significant relationship between customers retention management and organizational performance</i>		
			Retention Management	Organizational Performance
Customers Retention Management	Pearson Correlation	1	0.801**	
	Sig. (2-tailed)		0.000	
	N	177	177	
Organizational Performance	Pearson Correlation	0.801*	1	
	Sig. (2-tailed)	0.000		
	N	177	177	
		<i>Hypotheses 2: There is no significant relationship between customer knowledge management and organizational performance</i>		
			Customer Knowledge Management	Organizational Performance
Customer Knowledge Management	Pearson Correlation	1	0.729**	
	Sig. (2-tailed)		0.000	
	N	177	177	
Organizational Performance	Pearson Correlation	0.729**	1	
	Sig. (2-tailed)	0.000		
	N	177	177	

\*\*Correlation is significant at the 0.01 level (2-tailed). Source: self-field survey

The result from the Pearson correlation in table 4.2 above shows an 80.1% correlation which implies a positive and significant relationship between customers retention management and organizational performance. The result is however, significant at 1% level of significance i.e., 0.01 since its p-value is less than 0.01. This shows that there is conclusive evidence about the significance of the association between customers retention management and organizational performance. Therefore, the alternate hypothesis which states that there is a significant relationship between customers retention management and organizational performance, is accepted. The result from the Pearson correlation in table 4.2 above shows a 72.9% correlation which implies a

positive and significant relationship between customer knowledge management and organizational performance. The result is however, significant at 1% level of significance i.e., 0.01 since its p-value is less than 0.01. This shows that there is conclusive evidence about the significance of the association between customer knowledge management and organizational performance. Therefore, the alternate hypothesis which states that there is significant relationship between customer knowledge management and organizational performance, is accepted.

#### ***4.3 Discussion of Findings***

The Pearson correlation analysis in Table 4.2 reveals a strong positive and statistically significant relationship between customer retention management and organizational performance ( $r = 0.801$ ,  $p < 0.01$ ). This finding aligns with prior empirical research, such as the study by Reichheld and Sasser (1990), which demonstrated that effective customer retention strategies lead to improved profitability and long-term organizational success. Similarly, Gupta and Zeithaml (2006) found that retaining existing customers enhances financial performance by reducing acquisition costs and increasing customer lifetime value. The significance of this relationship at the 1% level further reinforces the critical role of retention management in driving organizational performance, supporting the acceptance of the alternative hypothesis ( $H_1$ ).

Additionally, the analysis indicates a significant positive correlation between customer knowledge management and organizational performance ( $r = 0.729$ ,  $p < 0.01$ ). This result is consistent with the findings of Rowley (2002), who emphasized that systematically managing customer knowledge enables firms to tailor their offerings, enhance satisfaction, and achieve competitive advantage. Similarly, García-Murillo and Annabi (2002) established that organizations leveraging customer insights through knowledge management systems experience improved decision-making and operational efficiency. The statistical significance of this relationship at the 1% level provides robust evidence to accept the alternative hypothesis ( $H_1$ ), confirming that customer knowledge management significantly contributes to organizational performance.

These findings collectively reinforce existing literature, suggesting that both customer retention strategies and knowledge management practices are vital determinants of organizational success. The strong correlations observed in this study further validate the theoretical frameworks proposed by previous scholars, highlighting the practical implications of investing in customer-centric management approaches.

### **5. CONCLUSION AND RECOMMENDATIONS**

This study investigated the influence of customer relationship management on organizational performance. A total of 264 questionnaire were initially intended to be distributed as arrived at using the Taro Ya -mane formula, but due to time and resources constraint, a total of 177 questionnaire were distributed, retrieved from the respondents, and analysed. The retrieved questionnaire was then coded and analysed using statistical package for social sciences (SPSS). From the results, it was observed that both customers retention management and customer knowledge management positively impact organizational performance in Cadbury Nigeria Plc, Ikeja, Lagos State. Based on the finding of a positive and significant relationship between customer relationship

management (CRM) and organizational performance, here are some policy recommendations that businesses and organizations can consider implementing:

- i. **Invest in Comprehensive CRM Systems:** Organizations should invest in robust CRM systems that enable them to effectively manage customer data, interactions, and feedback. A well-integrated CRM platform can help streamline customer interactions, enhance communication, and provide valuable insights to improve customer service and marketing strategies.
- ii. **Foster a Customer-Centric Culture:** Businesses should foster a customer-centric culture throughout the organization. This involves instilling the importance of customer satisfaction and relationship-building in all employees, from frontline staff to top-level executives. Regular training and communication about the significance of CRM in driving organizational performance can help create a customer-focused mindset.
- iii. **Implement Data-Driven Decision Making:** Utilize data from CRM systems to make informed business decisions. By analysing customer data and trends, organizations can identify areas for improvement, predict customer needs, and tailor products or services to meet those needs effectively. Data-driven decision-making can lead to more efficient resource allocation and better customer satisfaction.
- iv. **Personalize Customer Interactions:** Use CRM data to personalize customer interactions and experiences. Tailored communication and targeted offers based on customer preferences can enhance engagement and loyalty. Customers are more likely to feel valued and connected to the organization when they receive personalized attention.

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