



**NEAR EAST UNIVERSITY
INSTITUTE OF GRADUATE STUDIES
DEPARTMENT OF BUSINESS ADMINISTRATION**

**CUSTOMER RELATIONSHIP MANAGEMENT (CRM) AND THE
INFLUENCE IT HAS ON CADBURY PRODUCTS: A RESEARCH STUDY ON
ORGANISATIONAL PERFORMANCE OF BOURNVITA PRODUCTS.**

M.Sc. THESIS

Umo Effiom ENE

Nicosia

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February 2024

Approval

We certify that we have read the thesis submitted by Umo Effiom ENE titled "**Customer Relationship Management (CRM) and the Influence it has on Cadbury Products: A Research Study on Organisational Performance of Bournvita Products**" and that, in our combined opinion, it is fully adequate, in scope and quality, as a thesis for the degree of Master of Business Administration.

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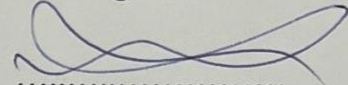

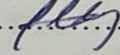
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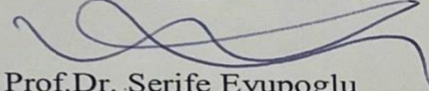
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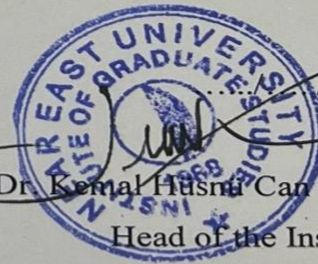

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Declaration

I declare that all information, documents, analysis, and results in this thesis have been collected and presented according to the academic rules and ethical guidelines of Institute of Graduate Studies, Near East University. As required by these rules and conduct, I also declare that I have fully cited and referenced information and data not original to this study.

Umo Effiom ENE

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Day/Month/Year

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Abstract

CUSTOMER RELATIONSHIP MANAGEMENT (CRM) AND THE INFLUENCE IT HAS ON CADBURY PRODUCTS: A RESEARCH STUDY ON ORGANIZATIONAL PERFORMANCE OF BOURNVITA PRODUCTS.

Ene, Umo Effiom

Supervisor, Asst.Prof.Dr. Özlem Ercantan

MBA, Department of Business Administration

February 2024, 82 Pages.

This research investigates the influence of customer relationship management (CRM) on the organisational performance of Bournvita Cadbury, a leading food and beverage company in Nigeria. The study employs a mixed-methods approach, including a questionnaire survey and regression analysis, to assess the relationship between CRM and various organisational performance indicators, such as customer loyalty, organisational trust, and market share.

The results show that CRM significantly fosters customer-centric company models and encourages entrepreneurial marketing techniques. The findings indicate that CRM contributes to Bournvita's profitable growth, market share, and innovation. The study highlights the importance of CRM in enhancing collaboration, teamwork, and productivity within the organisation. Furthermore, the research underscores the need for businesses to prioritise customer experience management and implement CRM strategies that foster customer loyalty.

Keywords: Organizational Performance, Customer Loyalty, Organizational Trust

ÖZ

CUSTOMER RELATIONSHIP MANAGEMENT (CRM) AND THE INFLUENCE IT HAS ON CADBURY PRODUCTS: A RESEARCH STUDY ON ORGANIZATIONAL PERFORMANCE OF BOURNVITA PRODUCTS.

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Bu araştırma, Nijerya'nın önde gelen yiyecek ve içecek şirketlerinden Bournvita Cadbury'nin müşteri ilişkileri yönetiminin (CRM) organizasyonel performansı üzerindeki etkisini araştırıyor. Çalışma, CRM ile müşteri sadakati, kurumsal güven ve pazar payı gibi çeşitli kurumsal performans göstergeleri arasındaki ilişkiyi değerlendirmek için anket araştırması ve regresyon analizini içeren karma yöntem yaklaşımını kullanmaktadır.

Sonuçlar, CRM'in müşteri odaklı şirket modellerini geliştirmede ve girişimci pazarlama tekniklerini teşvik etmede önemli bir rol oynadığını göstermektedir. Bulgular, CRM'in Bournvita'nın karlı büyümesine, pazar payına ve yenilikçiliğine katkıda bulunduğunu göstermektedir. Çalışma, organizasyon içinde işbirliğini, ekip çalışmasını ve üretkenliği artırmada CRM'in önemini vurgulamaktadır. Ayrıca araştırma, işletmelerin müşteri deneyimi yönetimine öncelik vermesi ve müşteri sadakatini artıran CRM stratejilerini uygulaması gerektiğinin altını çiziyor.

Anahtar Kelimeler: Örgütsel Performans, Müşteri Sadakati, Örgütsel Güven

Table of Contents

Approval	2
Declaration	3
Acknowledgements	4
Abstract	5
OZ	6
Table of Contents	7
List of Tables/ List of Figures	9
List of Abbreviations	10

CHAPTER I

Introduction	11
Statement of the Problem	14
Purpose of the Study	16
Research Questions / Hypotheses	16
Significance of the Study	16
Limitations	17
Definition of Terms	18

CHAPTER II

Literature Review	20
Theoretical Framework	31
Related Research	38

CHAPTER III

Methodology	42
Research Design	42
Participants / Population & The Sample / Study Group	43
Data Collection Procedures	46
Data Analysis Plan	46
Reliability & Validity/ trustworthiness	46

CHAPTER IV

Findings and Discussion	48
Number of respondents.....	48
Demographic results.....	48
Descriptive statistics of organizational trust.....	49
Descriptive statistics of customer loyalty.....	51
Descriptive statistics of organizational performance.....	51
Test of Hypotheses.....	52
Correlation analysis.....	52

CHAPTER V

DISCUSSION.....	56
-----------------	----

CHAPTER VI

Conclusion and Recommendations	58
Conclusion	59
Recommendations According to Findings.....	60
Recommendations for Further Research	60
REFERENCES	63
APPENDICES	70
Appendix 1: Research Questionnaire.....	71
Appendix 2: Answers of respondents in Likert Scale.....	75
PLAGIARISM REPORT.....	79
ETHICAL COMMITTEE APPROVAL	80

List of Figures

Figure 1: Conceptual Model.....	38
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List of Tables

Table 1: Reliability Statistics.	47
Table 2 Respondents Demographic Data.....	49
Table 3 Descriptive Statistics of Organizational Trust.....	50
Table 4 Descriptive Statistics of Customer Loyalty.....	51
Table 5 Descriptive Statistics of Organizational Performance.....	52
Table 6 Correlation Analysis between Research Variables.....	53
Table 7 Regression Analysis of Organizational Performance & Org.Trust.....	54
Table 8 Regression Analysis of Org. Performance & Customer Loyalty.....	55
Table 9 Results of Research Hypothesis.....	55

List of Abbreviations

CRM:	Customer Relationship Management
GDP:	Gross Domestic Products
NGOs:	Non-Governmental Organizations
CLV:	Customer Lifetime Value
SMEs:	Small and Medium Sized Enterprise
GOS:	The Grade of Service

CHAPTER I

Introduction

Background of the Study

In the modern world, many businesses are adept at making it seem like they care about their clients. Some companies provide lip services to their customers' delight. While other businesses feel that just because they have a customer service manager or department, they are naturally customer-oriented, others remain distant from their customers and do not listen to them. On the other hand, the staff's actions give the impression that they lack the authority to provide excellent customer service that would gratify the clients. Under some or all of these circumstances, some food and beverage companies in Nigeria might be located. Therefore, it is assumed that the majority of them have not implemented customer relationship management effectively, which may be the cause of their subpar organization performance. More than ever, businesses emphasise long-term client relationships and strong customer retention. CRM is a client retention approach with a high rate of success. To increase customer happiness and loyalty, it is crucial to understand more about consumers' wants and provide products and services that are specifically tailored to meet their demands. By implementing CRM effectively, food and beverage companies in Nigeria can gain valuable insights into their customers' preferences and behaviours. This knowledge can help them develop targeted marketing strategies and personalised offerings, ultimately improving customer satisfaction and increasing profitability. CRM can also assist these companies in streamlining their operations and enhancing overall efficiency, further contributing to their organization's performance.

Due to increased market competitiveness, particular food and beverage firms in Nigeria appear to have adopted CRM and its capabilities. The potential of this CRM may have attracted significant financial investment. Despite the uproar and high costs associated with customer relationship management as a technology solution, they frequently focus narrowly on deploying the most recent computer system and neglect essential business concerns. Nnabuko (2004) asserts that organisations that see customer relationship management as a technical "silver bullet" overlook creating a thorough plan and fail to make a convincing case for customer relationship

management. Technology or other factors may have led to few operational advances in the food and beverage sector, making the dimensions of their marketing success over time appear inconsequential—2009's Nwokah. When an investment does not produce the anticipated return, it may not be because the consumer's demands were poorly understood, and incorrect plans and judgements were made. According to Smith (2007), customer discontent is rising because many businesses have failed to get value from CRM. (CRM) has become increasingly important in today's competitive business landscape. With advancements in technology and changing consumer demands, businesses in the food and beverage sector need to leverage CRM strategies to stay ahead. However, many businesses have struggled to implement CRM systems effectively despite their potential benefits. This struggle has resulted in rising customer discontent as they feel their needs and expectations are not being met. To truly succeed in the market, businesses must recognise the value of CRM and invest in strategies that align with their system.

Over the past decade, there has been a substantial shift in the worldwide food and beverage sector. Businesses may create brand-new goods or services to meet a particular demand from an intended audience. Consumers worry about the goods they are buying, where and how they are buying them, and what will happen after the sale. Due to the increasing consumer influence, Businesses need to invest more in creating and sustaining customer relationships. It is imperative to emphasise the importance of customer retention, as it serves as free advertising for a business. Satisfied customers are likely to recommend the brand to others and become devoted to its offerings; advertising raises brand awareness and attempts to differentiate a product from competitors (Maecker, Barrot, and Becker, 2016; Obinna and Thecla, 2020). In addition, businesses must also prioritise customer satisfaction and provide exceptional customer service to ensure repeat business. This repeat business can be achieved through personalised interactions, prompt problem resolution, and consistently meeting or exceeding customer expectations. By doing so, companies can retain existing customers and attract new ones through positive word-of-mouth referrals. Investing in customer relationships and satisfaction is crucial for long-term success and growth in today's competitive market.

Customers will choose the promoted brand when they make their next purchase if advertisements complete those two tasks, and they will stay loyal to the company. However, with repeated exposure to ads, sensitization and preferential treatment develop. According to Rodriguez and Boyer (2020), a solitary advertisement only raises awareness temporarily, thereby preventing the public from maintaining high levels of awareness and usage for much longer.

It is crucial to recognise the influence and significance of Nigeria's food and beverage industry, particularly in light of its role in the nation's economic development. For instance, Nigeria is the top-ranked nation in Africa for the food and beverage industry, according to the World Trade Organisation (WTO). This industry contributes significantly to Nigeria's GDP and provides employment opportunities for many of the population. Additionally, the growth and success of Nigeria's food and beverage industry can have a ripple effect on other sectors, such as agriculture and tourism, further boosting the overall economy.

The industry's share of the nation's manufacturing sector was estimated to be between 22.5% and 4.6% of GDP by the Flanders Investment and State Market Survey (2020). Given that food and drink are both necessities for human survival and that everyone must eat, the food and beverage industry will undoubtedly never go out of style. In Nigeria, many businesses, including UAC Foods, Dangote Group, Beloxxi Industry, Nestle, Unilever, Flour Mill, Cadbury, and others, manufacture and distribute food and beverages. Since each of these businesses has succeeded, they have made a significant economic and employment contribution to the nation. These businesses contribute to Nigeria's GDP and play a crucial role in providing employment opportunities for the local population. Additionally, the success of these companies indicates a strong demand for food and beverages in the country, further highlighting the industry's potential for growth and sustainability.

Cadbury Nigeria Plc is currently one of the leading food and beverage companies. The company was founded in the 1950s to supply Nigerian cocoa beans. It was also a forerunner in assisting creators in taking advantage of the opportunities presented by regional consumers with globally recognised products bearing the Cadbury brand. The company is well-known for producing various goods, including chocolate, dairy milk, chewing gum, candies, Bournvita, and Clorets. The company is currently among

Nigeria's rapidly expanding food and beverage enterprises. The company is headquartered in Lagos State's Ikeja. The company is presently included among Nigeria's listed consumer goods companies. Cadbury Nigeria has established itself as a leader in the Nigerian market by leveraging its access to high-quality cocoa beans and catering to the diverse tastes of regional consumers. The company has captured a significant share of the country's food and beverage industry with a wide range of products, including popular brands like Bournvita and Clorets. Its headquarters in Ikeja, Lagos State, serves as a strategic hub for its operations and further strengthens its position among Nigeria's listed consumer goods companies.

Statement of the Problem

It has become increasingly difficult for businesses to thrive in the modern era without prioritising the customer in their management due to the unstable nature of the economy. Hence, to maintain client loyalty or repeat business, businesses are increasingly preoccupied with satisfying consumers (Lubis et al., 2020). Thus, customer satisfaction is one of the most important predictors of future consumer product usage (Ibrahim and Samuel, 2020). This idea has become essential to business strategies since customer loyalty affects how well consumers perceive a company and its goods and services (Okereke and Okpe, 2020). Moreover, studies have shown that satisfied customers are more likely to recommend a company to others, leading to potential new customers and increased revenue (Smith et al., 2020).

Additionally, prioritising customer satisfaction can help businesses differentiate themselves from competitors in a crowded marketplace, leading to competitive advantage and long-term success (Jones and Johnson, 2020). Since consumers are the fundamental reason a company exists, reaching out to and keeping customers has been a big business priority. Several constraints have hampered this objective of retaining clients. For instance, many customers in Lagos State choose not to contact their service provider or purchase their product because they believe the bottleneck processes involved in doing so could be burdensome. Instead, they buy a new product from the same or a different producer.

A good example is when a consumer contacts a telecoms service provider; they typically delay responding when the customer gets them regarding a specific issue.

This delay in response can lead to customer frustration and dissatisfaction, causing them to seek alternative options. Additionally, the lack of personalised and efficient customer service further discourages customers from contacting their service providers. The demand for Cadbury Bournvita products grew as the company's operations prospered and many customers created high demand. However, there were times when the company's exports could not keep up with the demand, so they had to act quickly to meet the demand by buying new equipment for the chocolate department and deciding between "new technology conch processes" and "conventional conch." The 2014 Cadbury incident was a complete surprise to everyone. Major Malaysian institutions produced contradictory results, leaving the public wondering what would happen. These conflicting results sparked widespread boycotts and protests throughout Malaysia. Malaysian Islamic NGOs (Musa, Muslim, Omar, & Husin, 2016) were quick to jump to conclusions following the leak, causing more problems, rather than approaching Cadbury and obtaining further details. Cadbury's lack of communication and transparency only fuelled the public's anger and mistrust. It would have been more productive for the Malaysian Islamic NGOs to engage in dialogue with Cadbury to understand the situation better and work towards a resolution that would benefit all parties involved.

Further insight into the Cadbury event and the public's purchase intentions can be gained by examining this episode through the lens of planned behaviour theory. According to planned behaviour, customers typically avoid a product if they feel powerless (Bonne et al., 2007). Within the framework of the present investigation, Cadbury's halal certification was questioned following the controversy, leaving consumers of halal products in a perplexing scenario. They needed to make themselves visible again to regain their customers' trust. Cadbury had to take action to reassure the public that their product was safe and devoid of any pig-related items, as many people began to worry about whether they were consuming a non-halal product. Through extensive public relations, Musa et al. (2016) reassured the public that their products are safe for consumption by conveying a clear and broad message about the product. This reassurance included conducting thorough audits of their supply chain and manufacturing processes to ensure compliance with halal standards. Additionally, Cadbury collaborated with reputable halal certification bodies to obtain official halal

certifications for their products, further solidifying their commitment to providing halal options for consumers.

Purpose of the Study

This research investigates the influence of CRM on Cadbury Bournvita's organisational performance. Determining the elements that affect an organisation's performance has thus become necessary. This study's primary concern is that CRM has developed into a multifaceted, intricate phenomenon driven by several variables. Various factors have been employed to measure CRM because of its complexity, and these have been the subject of different previous research. However, given the growing competition and lack of differentiation in service offerings, most businesses must be aware of and examine the specific CRM metrics and dimensions that significantly influence customer loyalty and organisational trust, which would improve business performance.

Research Question

The following in-depth questions and hypotheses were formulated accordingly:

Does Organisational Trust influence Bournvita's performance level?

Does Customer Loyalty affect Bournvita's organisational performance level?

Research Hypothesis

H1: Organisational trust influences organisational performance.

H2: Customer loyalty influences organisational performance.

Significance of the Study

The organisational literature has given considerable attention to CRM and its ideal implementation, given that most manufacturing and service sectors aim to maintain their clientele. In the modern business world, keeping customers is difficult due to the abundance of options available to them in Nigeria's food and beverage sectors, where Cadbury Nigeria faces competition from companies like Dangote Foods, Nestle, Honey Well Foods, DUFIL Prima Foods, Beloxxi, and others. According to

Akpoviroro et al. (2020), consumers prefer to select the products they want to buy and the locations to do so. Tighter ties are emerging between the company and its clients due to the intense competition that defines today's business environment (Market Watch, 2021). The relations between the company and its clients are emerging because more food and beverage companies are nationwide, giving consumers more options. These companies are trying to entice customers to visit them, and CRM plays a critical role in this dynamic (Siddiqi, Khan, and Sharma, 2018).

Therefore, this study seeks to examine the influence of CRM on the organisational performance of Cadbury Bournvita products. The results of this research will enhance awareness of the CRM elements (customer loyalty and organisational trust) that substantially impact the organisational performance of food and beverage companies, particularly Cadbury products, which has not been explored in previous literature in this domain. Second, it will guide other industries in the food and beverage sector regarding the significance of CRM and strategies for encouraging customer loyalty. This research will be beneficial to consumers of Cadbury goods, particularly Bournvita. It will assist the business in choosing promotions. Customers' awareness will be raised, and they will become more knowledgeable about the product and its features, supporting their choice of Bournvita.

Additionally, this work will provide a resource for scholars planning to research a similar subject. The study also targets one of the top ten leading food and beverage industries in Nigeria and a significant contributor to the food and drinks industry, which makes it essential to address it. Additionally, a better grasp of the CRM idea will open the door to additional studies on the relationship between CRM and organisational performance. This relationship will also yield recommendations for future CRM, trust, and customer loyalty studies.

Limitations of the Study

The study's limitations included a lack of control over external variables. Future study can improve the generalizability of the findings and provide a deeper understanding of the issues being addressed by increasing the sample size. A bigger sample size allows for a greater diversity of opinions and experiences, which improves the results

reliability and validity. It isn't easy to control all environmental factors that may influence the results of this study. CRM (Customer Relationship Management) and its sub-factors, as well as external variables like market trends, economic situations, and changes in customer behaviour, could all have a substantial impact on the results. These factors are often beyond researchers' control and can introduce bias or variability into study results. As a result, future research should consider these external variables when designing or analysing studies.

Definition of Terms

Customer Relationship Management: CRM builds and maintains strong customer relationships. It's a company approach that emphasizes figuring out what customers need and satisfying those requirements to boost happiness and spur expansion. According to writers like Paul Greenberg and Barton Goldenberg, CRM entails gathering and evaluating customer data, bringing in new clients, maintaining current ones, and leveraging technology to deliver individualized experiences. It's about creating an organisational culture that prioritizes the customer's needs and places the consumer at the centre of everything.

Customer Loyalty: Customer loyalty is the inclination of consumers to pick one brand or company over another consistently. Establishing solid relationships and trust is the key to gaining clients' ongoing support and repeat business. Client pleasure, tailored experiences, excellent service, and regular value delivery are some elements that authors Timothy L. Keiningham and Michael Lowenstein claim are essential in fostering customer loyalty. Businesses can establish a devoted client base that stays loyal and acts as brand ambassadors by concentrating on promoting and preserving customer loyalty.

Organisational Trust: Organisational trust is employees' belief and confidence in their organisation. It's about having faith in the organisation's intentions, reliability, and competence. According to authors like Roderick M. Kramer and Tom R. Tyler, trust in the workplace is built through consistent communication, transparency, fairness, and the fulfilment of commitments. Employees who trust their organisation feel more engaged, satisfied, and committed. Trust also fosters collaboration,

innovation, and a positive work environment. So, organisations must prioritize trust-building efforts to enhance employee well-being and overall organisational success.

Organisational Performance: "Organizational performance" describes how well a company meets its targets and goals. It indicates how well and efficiently the company uses its resources to produce the intended results. Authors like Jonathan Murphy and Richard L. Daft assert that elements like employee engagement, leadership, strategy, structure, and culture affect an organization's performance. Increased production, profitability, customer satisfaction, and employee morale are frequently linked to high organizational performance. Organizations may adjust to shifting surroundings and maintain competitiveness by regularly evaluating and enhancing performance.

CHAPTER II

Literature Review

The primary goal of this dissertation chapter is to conduct a literature review on the influence of CRM on Cadbury Bournvita and determine the theoretical part of customer loyalty, organizational trust, and organizational performance in previous research. This chapter covers the theory and empirical research on the relationship between customer relationship management and organisational performance in Lagos, Nigeria.

Customer Relationship Management

CRM is a strategic approach focusing on building suitable relationships with important customers and customer segments to increase shareholder value. CRM combines relationship marketing techniques with the potential of IT to create profitable, long-lasting partnerships. Crucially, CRM offers better ways to use information and data to understand customers better and carry out relationship marketing campaigns. Information, technology, and applications enable a cross-functional integration of people, operations, processes, and marketing capabilities necessary to achieve this. CRM is a tactical approach to managing client interactions from a business standpoint. According to Ghavamietal (2008), the fundamental tenet of CRM is that the creation of lucrative, mutually beneficial partnership relations should serve as the cornerstone of all marketing and management activities. Customer relationship management involves integrating customer-focused strategies into marketing, sales, logistics, and accounting, all of which are integral to the functioning and structure of the organization. Diverse definitions have been given to customer relationship management, with some viewing it as a marketing tactic and others as a management philosophy in literature. CRM is an amalgam of people, procedures, and technology that attempts to comprehend a business's clientele. This comprehensive relationship management method emphasises building relationships and retaining customers. CRM adoption success will increase a company's long-term profitability and customer loyalty. But many companies have trouble implementing CRM effectively, mainly because they don't know it requires customer-focused, cross-

functional business process re-engineering throughout the organisation. In organisational settings, trust has been the subject of numerous studies. Long (2002), for instance, looked at the process of creating trust inside an organisation. Smith (2005) investigated the composition of organisational trust. Wech (2002) investigated the relationship between customer interactions and trust. Kickul et al. (2005) examined the relationship between trust and organisational performance.

The main objective of customer relationship management is to create a loyal customer base. CRM, which uses technology to build long-lasting relationships with customers, is therefore essential to increasing the profitability and productivity of the business. When considering CRM from a strategic angle, the goal is to find ways for the company to improve shareholder value by cultivating stronger customer relationships. To put it mildly, it would seem shortsighted to reject CRM and the potential benefits it can bring to shareholders due to specific IT implementation failures in other companies! Likewise, companies must be conscious of the costs and risks of inevitable IT project failures. To improve their customer relations, companies/businesses should concentrate on the following: listening to customers, identifying themselves as an enterprise, identifying themselves with them, recognizing and differentiating from them, identifying themselves as a company, and adapting to their needs are examples of customer service. Holloway (2002), p. 80. CRM assists management and customer service representatives in addressing customer complaints and issues. A component of the plan is gathering a sizable quantity of client information. By providing employees who deal with customers with the information they need to address problems or concerns, the data collected helps to streamline customer service transactions. To put it briefly, customer relationship management systems help management decide what will be best for the company moving forward. In the 2004 Gummesson. The two main objectives of customer relationship management or CRM are enhancing customer retention and providing businesses with a competitive edge. It focuses on creating and managing customer relationships more successfully through accurate and comprehensive consumer data analysis using various information technologies. (2000) G. Gosney et al. According to Freeland (2003), CRM is still a very effective strategy for boosting revenue and gaining market share. CRM presents many opportunities that businesses often overlook, such as customer franchise development and brand enhancement.

Companies must combine the right technologies, workforce management strategies, and CRM practices to be profitable (Habbon, 2007). A company's actual value is determined by the value it creates for its customers and the value those customers bring back to the business. As a result, advancements in knowledge and technology are currently useless. What makes firms valuable is their understanding of their customers and how they use that understanding to manage their relationships. A CRM system can create, store, represent, duplicate, and translate data.

According to Gupte (2011), the company implemented this technique to enhance its understanding of customer profiles and conduct more efficient customer relationship management. Furthermore, CRM potentials are skills and knowledge that can be used to create, maintain, and improve positive customer relationships, according to Wang and Feng (2012). According to their research, there is a strong correlation between CRM and organisational performance. Therefore, businesses should invest their resources in building a robust CRM system to get the intended outcomes. Salem Al-Said (2010) asserts that CRM practices enable mobile service providers to offer their clients dependable services, which increases client satisfaction. Conversely, Coltman (2007) discovered a strong correlation between CRM and organisational performance. Business agendas are starting to prioritize Customer Relationship Management or CRM. For two key reasons, businesses of all sizes and in a range of industries are adopting CRM as a critical component of their corporate strategy: first, companies can now more precisely target specific market segments, micro-segments, or individual customers thanks to new technologies; second, modern marketing has realized the limitations of traditional marketing and the potential of more customer-focused, process-based strategies.

Customer Relationship Management, or CRM, has become a significant topic within the last ten years. While CRM, now more commonly known as Customer Management, was first used in the late 1990s, the underlying concepts have existed for much longer. CRM was a binary system, so it began providing guests with information beyond tracking purchases and effort. CRM was used laboriously and passively to induce deals through improved client service. CRM stands for customer relationship management, and it's a trend for introducing customers to similar products like frequent flyers, long hauls, gifts, and credit card points. Before CRM, customers would purchase products from the business, requiring little effort to keep

their relationship going (Rastogi, 2013). Before the introduction of CRM, many companies were unaware of the importance of attending to their customers. This nonattendance might have been effective before the 1980s.

Still, with the advent of information, consumers could choose businesses more wisely. With increased competition worldwide, it was simpler for them to move if they were dissatisfied with their product or service (Rastagi, 2013). There are currently four highly competitive telecom companies operating in Nigeria. They all essentially provide the same service for about the same price, and they're all concerned that collecting and providing guests' personal information is critical to their ability to stay in business (Akingbade, 2014). Currently, CRM is used to combine the best aspects of both worlds. Companies want to increase profits while maintaining positive customer relations. They have developed into the structures that the paradigm's pioneers intended. This paradigm is essential because businesses cannot grow if they cannot adapt to the ever-changing environment in which we live. Unbeknownst to many, the first iterations of customer relationship management were developed in the early 1900s. Utilizing information in a dynamic way became feasible when software companies began to provide more recent, meaningful results that could be customized across diligence. CRM became a trend for continuously streamlining the understanding of consumer solicitations and gestures instead of feeding information into a static database for future reference. Companies could examine concrete data and customer provocation and response by using information branching, sub-folders, and custom-adapted features to break down information into lower subsets. Adheer (2018).

Organisational Trust

An organisation's incorporeal asset is its brand trust. According to Amalia (2020), it is based on how well a brand's goods and services meet customer expectations. Employees' faith in managers' and employees' abilities is known as organisational trust; decisions are based on ethics, justice, tolerance, and faith in the implementation processes (Gillespie & Mann, 2004; Yang, 2012). The degree to which two or more interdependent people in a precarious situation have self-assured expectations of each other in terms of competence, honesty, openness, and reliability is the standard definition of trust given by researchers (Barber, 1983; Mayer et al., 1995; Mishak,

1996). Trust within an organisation is reciprocal in this context. The first is the belief that managers and other staff members are competent to carry out their duties; the second is their confidence in their claims of integrity, fairness, honesty, and good intentions. Tasks within the organisation are facilitated by the social phenomenon known as organisational trust. Dirks & Ferrin (2002) define organisational trust as "the reliance that the staff member places on the organisation and its management." According to research, trust is an essential determinant in employee engagement, work satisfaction, and commitment to the firm (Mayer et al., 1995). Trust is developed within an organisation through communication, transparency, and consistency in corporate policies and procedures (Dirks & Ferrin, 2002). Organizational trust is significant as it conveys the conviction that workers, supervisors, and other staff members are sincere and benevolent (Çokluk-Bökeoglu & Yilmaz, 2008). Organizational trust is based on the culture and communication within the relationships and interactions within the organisation. It is the conviction that other individuals, groups, or organisations are competent, transparent, truthful, pertinent, reputable, and willing to share the primary goals, standards, and values (Mishra, 1996). Certain concepts impact organisational trust to create a trustworthy environment and build relationships based on trust within organisations.

These concepts are.

- (i) helpfulness,
- (ii) reliability,
- (iii) competence,
- (iv) honesty and righteousness,
- (v) openness,
- (vi) consistency, and
- (vii) loyalty.

According to Polat (2007), being helpful can be defined as genuinely caring about the happiness of others. According to Goddard et al. (2001), interpersonal reliability is characterized by consistent behaviours. (Kochanek, 2005) Competence is a term that emphasises an individual's professional, technical, and social knowledge, skills, and abilities. As per Tschannen-Moran & Hoy (2000), honesty and righteousness are characterised by a person's refusal to distort the truth through their personality, and keeping one's word reflects one's character. It is synonymous with honesty (Deluga, 1994). As Robbins and DeCenzo (2000) defined, openness is sharing current

knowledge honestly, clearly, and transparently without deception, distortion, or hiding. Being consistent in one's behaviour within an organization entail following established norms (Deluga, 1994). According to Clark and Payne (2006), loyalty is belonging to, defending, and not acting against the company's and its workers' interests. However, those who trust one another within the organisation are also vulnerable to risk because they are aware of betrayal and harm from others, and uncertainty about one another's appropriate course of action can also pose a risk. However, taking chances can also present an opportunity to develop trust (Arli, 2011). Examining the definitions and contents of these concepts reveals that they help create a trusting environment when used alone or in combination. Building trust within an organisation fosters a culture that supports collaboration and teamwork and lays the groundwork for productivity. This effective building of trust facilitates employee concentration (Daley & Vasu, 1998). Collaborating both inside and outside of organisations requires a fundamental prerequisite: trust. It is hard to lead effectively and achieve significant improvements without trust. Managers can't be effective if they cannot trust others. They frequently do most of the work themselves or supervise others too closely. When leaders they trust provide advice, workers will pay attention and follow it (Kouzes & Posner, 2007).

According to a study by Hyung-Su Kim (2012), trust promotes improved cooperation, communication, and commitment in customer interactions, all of which can increase the efficacy of CRM. Furthermore, trust is crucial when it comes to the acquisition and use of client data, which is a common component of CRM strategy. Clients must have faith that their information will be handled sensibly and safely.

Ming-Chuan et al (2018) empirical study on organisational trust, employee-organization connections, and creative behaviour explores the ways in which organisational trust mediates the relationship between innovative behaviour and employee-organization relationships (EOR). Another boundary requirement that is mentioned is an inventive climate. This study emphasises the value of trust in an organization's innovative behaviour, which can be extended to the deployment and effectiveness of CRM initiatives even if it does not specifically address CRM. Additionally covered in Guerola-Navarro (2022) is the effect of CRM on entrepreneurial marketing. It examines how CRM's alignment with relationship marketing and customer-centric business models influences the development of entrepreneurial marketing policies. Relationship marketing and customer-centric

models are predicated on trust, implying a link between CRM and organisational trust. CRM is a corporate method that blends people, processes, and technology to maximise relationships with customers, according to a 2013 literature analysis on the subject by Dudovskiy. According to this concept, trust—which is essential to any relationship—would be important to CRM's success.

Customer Loyalty

Customer loyalty was initially thought to be a behavioural concept entailing repeat purchases of goods or services, measured as the number of purchases, the percentage of referrals, the strength of the relationship, or all of the above combined, according to Yi (1990), Hallowell (1996), and Homburg and Giering (2001). Customer loyalty poses a problem. Many believe that it is essentially an attitude-based phenomenon that CRM initiatives like the gaining popularity of loyalty and affinity programs can significantly impact. However, empirical research reveals that passive brand acceptance—rather than firmly held attitudes—shapes loyalty in highly competitive repeat-purchase markets. A company's ability to retain customers is crucial to closing new business and advancing its commercial strategy. Devout customers provide a business with a steady stream of income by sticking with the same brand and shunning rival goods. Asgari, Haghkhah, and Rasoolimanesh (2020). According to Möslein-Tröppner, Stros, and Ha (2020), fidelity is the intense loyalty to a specific brand that often results in the repurchase of a preferred good or service in the face of externally impacting behaviour that could lead to consumers substituting a brand. Purchase chronicity is correlated with client loyalty. According to Raza et al. (2020), client fidelity is the desire of a customer to save a good or service and tell others about it. According to Asgari (2020), there are three main types of fidelity: compound, behavioural, and attitudinal. Behavioural fidelity is the goal to consistently save a product or service from an association while also wanting to continue working with the organization. On the other hand, attitudinal fidelity is a function of a client's cerebral attachment to a brand. Attitudinal fidelity exists when a client chooses to be pious to a brand because of the distinct satisfaction gained from using the brand's products, challenging a favorable brand preference. Composite fidelity combines attitudinal and behavioural measures and can have an advanced prophetic power on client behavioural purchase patterns. A client's probability to continue doing business

with a company is measured by their position of client fidelity. According to Dick and Basu (1994), fidelity is the perspective that an existent has towards a brand (service, line of products, etc.). According to Wilson (1995), the prospect of sustaining a relationship with a specific brand is another interpretation of fidelity.

A customer's probability to continue doing business with a company is measured by their level of customer loyalty. According to Dick and Basu (1994), loyalty is the perspective that an individual has towards a brand (service, line of products, etc.). According to Wilson (1995), the prospect of sustaining a relationship with a specific brand is another version of loyalty. Griffin (1995) distinguished four types of customer loyalty: inertia loyalty, premium loyalty, latent loyalty, and no loyalty. Customers who repurchase a particular service without feeling any emotional connection are classified as "inertia loyalty" customers. Consumers who feel connected to a specific product or service despite not buying it often fall into the "latent loyalty." The term "premium loyalty" refers to a third category of customers who exhibit a high emotional attachment to a particular service and a high rate of repeat visits or purchases. Customers with no attachment to a specific product or intention to repurchase it are represented by the "no loyalty" category (Griffin, 1995). Due to the intense competition and rapid changes in the business environment, service providers must interact with their customers to maintain a competitive edge. When customers make repeat service purchases, customer loyalty is the highest priority of the business's success in both the organizational and financial senses. To improve organizational performance, managers may view achieving customer loyalty as a strategic goal. See Lehtonen (2012). As per Gable et al. (2008), customer satisfaction can be the precursor to customer loyalty. A complex system of positive customer relations with a company is known as customer loyalty (Starkov 2008). In the ever more competitive market, retaining devoted customers requires the business to recognize that it needs to focus on the calibre of its goods and services, qualified staff members, and the company's overall culture to foster a welcoming environment for both the client and the business. Investing in devoted customers benefits the company, including increased productivity and profitability. Customer loyalty is typically defined in two ways: behaviourally and attitude-wise. Companies should use both definitions concurrently to enhance their approach to customer loyalty. Customer buying patterns serve as a proxy for behavioral loyalty.

According to the attitudinal definition of customer loyalty, a customer's loyalty is based on their mental state; that is, they are loyal to a company or brand because they have a favorable attitude toward it. The definition of customer loyalty is free will and enduring trust in a business that is founded on the company's ethical standards, as well as the values of its goods and services, and that results in recurring business transactions. (Kirkillovait). All too frequently, businesses believe that by raising customer satisfaction, they can win over more devoted patrons. Instead of satisfaction resulting in a loyal customer, loyalty may breed satisfaction. If customers believe they are getting excellent value from the established relationship with a business, they will continue to be reliable. Without a superior effort from the prospect to the product or service itself, this cannot happen. Anything less than this will not result in a crucial long-term customer relationship. (Levethal 2006).

The moderating impact of customer trust in CRM components and customer loyalty links is examined in research by Alam et al. (2021) examining the relationship between CRM and customer loyalty. The main conclusion is that, with the exception of customer involvement, all CRM elements—customer orientation, customer advocacy, and customer knowledge—have a favourable effect on customer loyalty. Other research, in addition to this source, points to a beneficial connection between CRM and customer loyalty. For example, a successful CRM programme can monitor a customer's online and email interactions, habits, preferences, and past purchases (Albrecht et al., n. d.). Customer loyalty may be increased as a result of better customer service brought about by this comprehension of the client.

Organizational Performance

A concise definition of performance is the contributions to the organization's goals. Performance can be considered the extent to which an organization succeeds (Bass, 1985). According to Chen (2002), as cited in Karamat (2013), performance provides information about the relationships between economy and realized output, efficiency and effective cost, and effectiveness and achieved outcome. Organisational performance is defined by Daft and Marcic (2009) as the indicator of when and how an organization sets its own goals. Managers play a crucial role in demonstrating leadership behaviors based on how well their organization achieves these goals (Bass, 1985). According to Kouzes and Posner (1995), leadership is commonly described as the art of ensuring others have the desire to strive to reach common aims. However,

in the context of an organization, leadership is rendered ineffective and irrelevant if the outcomes do not align with the shared objectives (Koech & Namusonge, 2012). Increasing an organization's performance primarily comes from its leadership. Organizational performance is a metric that assesses how successfully a business accomplishes its goals (Venkatraman and Ramanujam, 1986; Hamon, 2003). The effectiveness and efficiency with which an organisation achieves its goals can be used to measure OP. Coulter and Robbins, 2002).

According to Andersen (2006), the definition and measurement of effectiveness (e.g., return on assets) require two entities because the concept of effectiveness is a ratio. Additionally, he makes the case that effectiveness arises when profitability goals are attained to a certain extent. According to Schermerhorn et al. (2002), performance is the quantity and quality of work completed by an individual or group. Many diverse stakeholders can evaluate an organization's performance, leading to various interpretations of what constitutes "successful performance." It is possible to argue that these viewpoints on organizational performance differ. Furthermore, performance measurement is inherently situational since every organisation has different circumstances (Cameron & Whetton, 1983). Organizational performance in the 1950s was defined by Georgopoulos and Tannenbaum (1957) as the extent to which an organization achieved its goals. During that period, the primary concerns of performance evaluations were the work, people, and organizational structure. This measure evaluates how successfully a company fulfills its goals and mission. Organisational performance is connected to the start of a scenario and achieving a particular objective. These objectives can be anything from market share to sales volume, employee motivation, customer satisfaction, and quality level, among other things (Boisvert, 2015). For this reason, many economists believe that organizations and institutions propel social, political, and economic progress. One of the most important factors in management research is organizational performance since it is likely the most significant indicator of organizational performance. Later, in the 1960s and 1970s, when businesses started investigating new performance metrics, performance was defined as an organization's ability to capitalize on its environment to obtain and employ limited resources (Yuchtman-Yaar & Seashore, 1967). Organizational performance is the study's variable. Li, Shue, et al. (2006) defined organizational performance as an organization's ability to achieve its financial objectives and market orientation. Some metrics that have been used in the past to

measure organizational performance include combining marketing and financial performance. This study aims to assess a company's marketing and financial performance efficacy. Due to increased customer loyalty and retention, businesses using CRM tactics in their marketing performance will increase customer satisfaction (Jarad, 2011). For example, Aspara (2011) and Mithas & Krishnan (2005) study the intricate relationship between customer satisfaction, loyalty, and business retention. A recent study (Chuchuen & Chanvarasuth, 2011) found that many businesses use CRM. It supports companies in comprehending their clients' behaviour, appreciating their clientele's importance, and modifying client relations practices. Organizational and technological factors, rather than environmental ones, are the main reasons businesses use CRM. As a result, businesses will feel more competitive, have more time to test CRM before going live, get more support from senior management, and improve internal readiness. Usually, organizational performance is the element that helps the business determine how close to its goals it wants to get. Among the observable profitability aspects in the organizational performance asset are the shareholders' share, investment profitability, and profit on each share. Key performance indicators are one of the most important performance measurements for evaluating the success of a corporation. Therefore, the kinds of problems being addressed determine which indicators are chosen. The issues facing the telecommunications industry could be as follows: (a) a significant unfulfilled demand for services, (b) poor service quality, (c) poor financial performance and inadequate funding, and (d) a lack of skilled labor. Next-generation services are essential for businesses and commerce. Performance indicators should be used to monitor progress in addressing and ultimately resolving the various issues impacting performance (Richard et al., 2009). Goni (2011) asserts that an organization's performance—particularly that of those that provide customers with utility services—is typically assessed using a limited number of quantitative metrics, such as the company's overall market share, and a qualitative metric that gauges how well it can satisfy customers or clients. These kinds of performance evaluation criteria don't address the many variables that genuinely interact to affect the firm's ability to perform well or poorly. Transparency, integrity, and retainability are indicators of the qualitative measurements of Key Performance Indicators. Conversational and streaming classes find this type of Key Performance Indicator interesting, but other classes typically don't care about it. Both the control and media gateway levels can typically be used

to evaluate the current metric. The Grade of Service (GoS) and CBP are easily mapped, apart from the GoS's reference to single trunks and the CBP's to a path. The two main variables that typically influence reliability performance are transmission tolerances and system performance regarding propagation medium reliability. Integrity performance measures how well a service is rendered after being detained without causing undue impairments. Brief incapacities might affect the service, preventing a GoS agreement. Conversational and streaming services set a maximum packet delay per connection limit to ensure real-time communications. The data packet loss ratio must be considered because no dependable transport protocol is used. The application's time-sensitive nature of the data makes the total time spent transmitting a given amount of data irrelevant.

The concept and structure of organisational performance are rarely stated explicitly in management research because it is expected. It is widely acknowledged that enhancing organisational performance is a primary goal of research on both strategic management and entrepreneurship (Cameron & Whetten, 1983; Eisenhardt & Zbaracki, 1992; Schendel & Hofer, 1979; Venkatraman & Ramanujam, 1986). However, the best, or even adequate, metrics for measuring organisational performance don't seem to be widely agreed upon. This non-agreement is partly because there are many different perspectives on what constitutes desirable outcomes for organisational actions and partially because research goals and theory have frequently defined performance. Researchers further muddle the issue by conflating performance measures and performance determinants (Cameron, 1986). The literature on organisational performance makes clear that attaining the goals that businesses or organisations set for themselves is the foundation of performance. Both financial and non-financial categories could be used to describe organisational performance. As per Davis et al. (2000), an organisation's profitability serves as a crucial financial metric that evaluates its efficiency and the ability of its owners/managers to boost sales while controlling variable expenses. Standard metrics of financial profitability include profit margin, return on equity, return on assets, return on investment, and return on sales (Robinson, 1982; Job satisfaction, organisational commitment, and employee turnover are examples of non-financial profitability. Mowday, Porter & Steers (1982); Mayer & Schoorman (1992); Organisation performance, according to Ittner and Larcker (2012), is a more expansive concept with indicators such as output, quality, consistency, and efficiency

as well as corresponding actions like management development and leadership training to help employees acquire the requisite knowledge and mindset. Net income, revenue, the number of employees, physical expansion, growing market shares, and financial sustainability are additional ways to conceptualize organizational performance (Kotter, 2012). Richard (2013) asserts that financial performance—which includes profits, market share, return on investment, return on assets, sales volumes, and shareholder return—is a component of organizational performance. Financial indicators dominated the conceptualization of business performance in strategic management research. Therefore, researchers have employed indicators based on financial measurements like profits per share, growth in sales, and profitability. The effectiveness of an organization is determined by several factors, including employee productivity, organizational culture and climate, the alignment of business functions with the organization's strategy, and the efficiency of business processes.

A study on the effect of CRM adoption on organizational performance was conducted by Ullah et al. in 2020. It talks about how CRM helps businesses gain and maintain a competitive edge. The implementation of CRM, according to the study, significantly improves organisational performance in business-to-customer (B2C) banking contexts. Furthermore, the findings show that greater organisational performance in the B2C organization is a direct result of increased client satisfaction brought about by CRM adoption. The impact of an organization's CRM process on customer equity drivers and, consequently, organizational performance is discussed by Alam et al. (2021). Customer equity drivers, according to the authors, act as a mediator between CRM procedures and organisational effectiveness. The results show that all customer equity factors have a positive link with the expansion process. But whereas the retention process primarily affects relationship equity, the acquisition process has a substantial impact on perceived value equity as well as brand equity. Furthermore, the analysis demonstrates that, given the current customer base, all customer equity factors have an impact on organisational performance. The most significant impact on performance comes from the relationship equity between the customer equity drivers.

Theoretical Framework

Relationship Marketing Theory

Relationship marketing theory promotes building long-term, mutually beneficial relationships with key stakeholders rather than treating them as individual transactions (Grönroos, 1994). According to Grönroos (1994), relationship marketing is shifting from a transactional mindset to prioritizing long-term client interactions (Gummesson, 2002). According to Gummesson (2002), keeping excellent customer relationships is crucial for corporate success since "the cost of obtaining a new client is substantially higher than the cost of retaining an existing one" (Reichheld & Teal, 1996, p. 24). According to Morgan and Hunt (1994), the underlying concept of relationship marketing is that customers aspire to reduce search and transaction costs by engaging in ongoing partnerships based on trust and cooperation with firms. Morgan and Hunt (1994) discovered that partnerships marked by commitment and trust between partners result in cooperative behaviours that improve performance. Customers can be converted into loyal advocates by anticipating their needs and consistently giving superior value and service (Gummesson, 2008).

According to Gummesson (2008), repeat purchases and recommendations promote client retention and profitability. Reichheld (1996) also highlights that delivering outstanding customer service enhances retention and profitability, finding that raising customer retention rates by 5% increases profits by 25% to 95% in a study of over 23,000 business-to-business customer connections. Relationship marketing also emphasises collaborative partnerships with stakeholders like suppliers and distributors to produce mutual benefits (Gummesson, 2002). According to Gummesson (2002), relationship marketing includes relationships within a network that influence a company's capacity to attract and retain customers and direct customer encounters. CRM systems aid in the scale-up of relationship marketing ideas. According to Payne and Frow (2005), CRM offers interactive, two-way connections with clients via personalised communication channels. It also gives tools for collecting and evaluating customer data to gain valuable insights into consumer desires, preferences, and lifetime value (Peppers & Rogers, 2011). According to Peppers and Rogers (2011), these insights are essential for generating highly customised consumer experiences. Reinartz

et al. (2004) state that CRM promotes consumer segmentation and personalised service delivery across touchpoints.

CRM also enables tracking the customer journey to address problems and improve experiences (Reinartz & Kumar, 2000). In various respects, relationship marketing theory emphasises the significance of this research issue. This study aligns with relationship marketing's emphasis on developing long-term customer relationships and prioritising retention over new customer acquisition by focusing on how CRM influences customer loyalty and the organisational performance of Cadbury products such as Bournvita (Grönroos, 1994; Reichheld & Teal, 1996; Gummesson, 2002). It also discusses how CRM systems may be used to better understand customers, personalise experiences, and scale relationship-oriented initiatives (Payne & Frow, 2005; Peppers & Rogers, 2011; Reinartz et al., 2004), all of which are vital capabilities highlighted in the relationship marketing literature. The theory provides a valuable framework for conceptualising the research's objectives and anticipated outcomes.

Customer Lifetime Value Theory

CLV theory states that companies should prioritise long-term client profitability over single transactions (Berger & Nasr, 1998). According to Berger and Nasr (1998), a customer's true worth is better represented by the overall income earned throughout their relationship than by a single sale.

According to Fader et al. (2005), p. 80, CLV is the net present value of future cash flows associated with serving the client throughout their relationship. Businesses can make more informed judgements about marketing strategies, customer retention initiatives, and resource allocation by considering a client's long-term value. According to CLV theory, cultivating enduring relationships with clients is crucial to maximising their lifetime value and, eventually, promoting long-term, profitable company growth.

By figuring out a customer's CLV, businesses can assess the influence on their long-term revenues and prioritise high-value groups and individuals (Blattberg et al., 2009). CLV modelling helps to move the emphasis from managing discrete transactions to managing strategic, long-term relationships, as Blattberg et al. (2009) point out.

Businesses may effectively target and engage high-value consumers by customising their marketing strategies and customer retention initiatives based on their understanding of the CLV of various client segments. With this strategy, companies can focus on projects with the best chance of becoming profitable in the long run rather than allocating their resources inefficiently. Furthermore, CLV modelling offers insights into consumer behaviour and preferences, allowing businesses to create tailored marketing efforts that appeal to specific consumers and increase their loyalty. CRM systems use comprehensive customer profiling and predictive modelling to forecast each customer's future earnings contribution and purchase behaviours (Reinartz & Kumar, 2000). According to research by Reinartz and Kumar (2000), CRM allows for CLV-based segmentation into low, average, and high-value levels. Because of this segmentation, businesses can distribute resources and customise marketing plans according to the potential value each client may provide. Companies can concentrate on developing enduring relationships with these customers by identifying high-value categories and individuals, ultimately enhancing profitability and customer loyalty.

With CLV data, this segmentation makes it easier to execute targeted retention programmes (Reinartz et al., 2005). CRM is essential for providing actionable CLV insights that increase retention and revenue, according to Reinartz et al. (2005). The objectives are higher lifetime expenditure, customer satisfaction, and retention (Reinartz & Kumar, 2000). To strengthen their commitment, loyalty programmes, for instance, provide rewards and privileges to high-value customers (Lewis, 2006). Lewis (2006) discovered that loyalty programmes work well for keeping the most lucrative clients.

According to Blattberg et al. (2009), CLV modelling helps manage connections by providing a strategic, long-term perspective. This research subject focuses on creating long-lasting customer relationships and optimising profitability over individual transactions to investigate how CRM improves the organizational performance of Cadbury products such as Bournvita. The study might look at how Cadbury uses CRM systems to target retention campaigns guided by CLV insights, segment customers based on profitability, and analyse customer behaviour. Cadbury can determine the most valuable customers by analysing their behaviour and classifying them according

to profitability. This classification allows them to adjust their retention strategies appropriately. Creating long-lasting relationships with these clients can involve implementing focused communication tactics, loyalty programmes, and personalised marketing efforts. Additionally, Cadbury can continuously maximise their profitability by finding chances for upselling, cross-selling, and enhancing customer satisfaction by using CRM systems to analyse customer data and CLV insights.

The theory of Customer Lifecycle Management (CLV) places significant focus on assessing the actual value of customers during their lifetime, prioritising high-value segments, and leveraging CRM-enabled analytics to optimise long-term relationships. This framework helps formulate the goals and expected results of this study. The theory supports examining CRM's function in putting plans centred on strategic customer management instead of short-term sales measurements.

Database Marketing Theory

Peppers and Rogers (1993) proposed the basic database marketing theory, which states that collecting and evaluating extensive consumer data allows for highly customised, one-to-one marketing encounters that increase client loyalty. As Peppers and Rogers (1993) noted, database marketing is based on the idea that large consumer databases encompass a comprehensive picture of people, including demographics, preferences, past purchases, and more (Reinartz & Kumar, 2000). Through this data, businesses can customise their marketing campaigns for each unique client, sending them messages pertinent to their requirements and interests. This customised strategy raises the possibility of long-term loyalty and recurring business, in addition to improving client happiness.

Marketers can obtain valuable insights into consumer behaviour by applying analytical techniques such as clustering, modelling, and scoring to database information (Hughes, 1996). According to Hughes (1996), these instruments highlight customer demands, values, and characteristics trends. A fundamental tenet of database marketing put forth by Peppers and Rogers (2011) is that tailored communications and offers catered to specific needs and preferences build connections more successfully than mass marketing strategies. Database marketing lets marketers focus their advertising efforts on particular target audience segments by collecting and analysing consumer data.

Marketers may craft tailored messages and offers that appeal to specific consumers by knowing their characteristics, wants, and values. Personalised marketing builds better ties with customers than mass marketing methods and raises the chance of repeat business and long-term loyalty.

According to Peppers and Rogers (2011), businesses can divide their clientele into micro-groups based on characteristics and deliver highly relevant communications via preferred channels. According to Peppers et al. (1999), providing product recommendations based on previous purchases, for instance, builds trust and goodwill through individualised, considerate interactions.

CRM systems create extensive consumer profiles by combining transaction data, online activity, surveys, and other sources into database marketing deployments (Reinartz & Kumar, 2003). As Reinartz and Kumar (2003) noted, CRM databases are the basis for automated decision-making, simulation, and predictive modelling. CRM systems also provide customised, multi-channel marketing campaigns with dynamic material catered to individual clients (Blattberg & Deighton, 1996). Businesses may target clients via the channels they choose to communicate with by delivering these personalised, multi-channel campaigns via email, social media, and mobile apps, among other channels. CRM systems may also monitor and evaluate consumer interactions through many channels, offering insightful data for more personalisation and enhanced customer experiences.

Using database marketing techniques, this study investigates how CRM affects the organisational performance of Cadbury products such as Bournvita. Cadbury has the potential to utilise its CRM system to obtain a comprehensive understanding of every client by merging data from multiple sources. Hughes (1996) highlights the usefulness of analytical methods for identifying database-derived customer attribute information trends. This study may investigate how Cadbury uses modelling, clustering, and other techniques to extract insights on customer behaviour from the CRM database. Through enhanced comprehension of consumer behaviour, Cadbury can customise product offerings and marketing campaigns to suit specific preferences. For Cadbury's Bournvita products, this could result in higher customer happiness and loyalty and, eventually, better organisational success. To emphasise the significance of database marketing techniques in improving total customer experiences, this study on CRM

may additionally investigate the possible effects of CRM on customer acquisition and retention rates.

The results might clarify how effectively Cadbury applies segmentation and highly customised outreach. According to Peppers and Rogers (1993), this targeted marketing builds stronger bonds than bulk marketing. For example, the study might look at Cadbury's capacity to provide consumers with personalised messages and recommendations across their chosen channels. The results of this investigation may indicate how well Cadbury uses consumer data to customise its advertising and forge closer ties with its intended market. Additionally, knowing how personalised messages and recommendations increase customer engagement and loyalty can give Cadbury's CRM strategy much helpful information.

According to Peppers and Rogers (2011) and Reinartz and Kumar (2000), database marketing theory offers a persuasive framework for understanding this research topic by highlighting the crucial role that CRM plays in enabling thorough customer profiling, predictive analytics, and highly personalised strategies that have been shown in previous studies to increase loyalty. The underlying arguments make it abundantly evident that the theory favours looking at how CRM affects organisational outcomes for Cadbury goods. Cadbury may learn more about the tastes and actions of their target audience by examining consumer engagement and loyalty. With this data, businesses can customise their CRM tactics—like customised marketing campaigns and niche promotions—to effectively engage clients and cultivate enduring loyalty.

Underpinning Theories

Relationship Marketing Theory

Relationship marketing focuses on building long-term relationships with customers. The marketing focus switches from single purchases to generating a succession of profitable transactions. Relationship marketing theory is important in CRM since it strives to promote client retention and loyalty, boosting overall customer lifetime value.

Customer Lifetime Value Theory (CLV)

CLV refers to the entire revenue or profit a company can expect from a customer over the length of their relationship. It is an important indicator for determining the value of client connections and informing decisions about marketing spending, customer acquisition, and retention tactics. Understanding and optimizing CLV is critical in CRM because it enables firms to identify valuable customers and design retention and loyalty strategies.

Database Marketing Theory

Database marketing is a type of direct marketing that leverages client databases to create targeted lists for direct marketing communications. Such databases enable businesses to track client profiles and purchasing histories, resulting in more personalised and effective marketing techniques. Database Marketing Theory improves CRM operations by allowing for more accurate and timely consumer data collection, cost savings, increased interaction, and stronger customer connections.

Independent variable

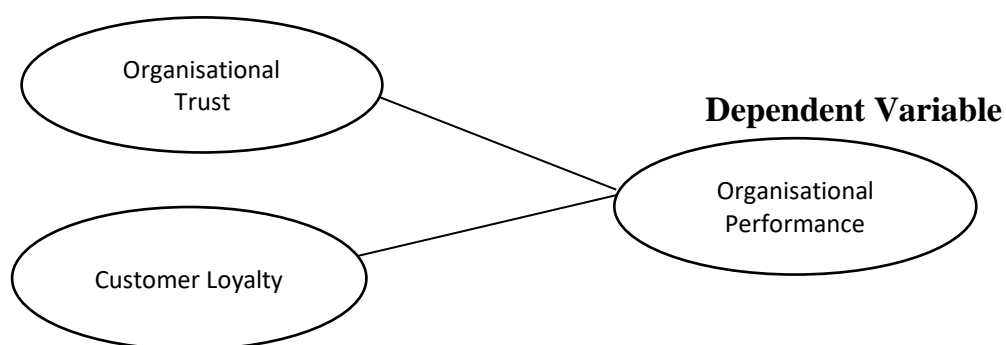


Figure 1 – Conceptual Model

Related Research

The objective of this study was to objectively validate the theoretical relationships that had previously only been postulated conceptually or studied qualitatively between CRM, organisational trust and loyalty, and performance results.

CRM is essential for companies looking to retain customers and improve organisational performance. Buttle (2004) empirically investigated this notion, discovering that CRM tools like customer databases, analytical tools, and collaborative technology can improve customer retention and organisational success. Sin et al. (2005) created a CRM capacity scale that affects retention, loyalty, and the quality of relationships. This scale gives a measurable way to evaluate CRM practices and their influence on customer relationships. Data mining techniques employed in CRM systems, in addition to these tools, are effective for customer retention, cross-selling, and up-selling potential (Ngai et al., 2009). Businesses can use these strategies to analyse consumer data and uncover patterns that can be used to improve customer service and increase sales. The implementation of the CRM process requires not only the use of suitable tools but also their correct application. Reinartz et al. (2004) state that proper CRM implementation leads to higher sales, earnings, and customer lifetime value. CRM is more than just a tool for maintaining client interactions; it is also a strategy for increasing business success. According to Kumar and Reinartz (2016), CRM skills boost clients' lifetime value, buy frequency, revenue, and share of wallet. This boost means that companies that use CRM efficiently should expect a rise in the money their clients spend with them over time. Reinartz et al. (2004) discovered that CRM enhanced sales, margins, and profitability in a financial services organization case study. This profit highlights the practical advantages CRM can provide to firms in various industries. Recent studies have emphasised the significance of CRM in improving organisational success. Guerola-Navarro et al. (2022) researched the impact of CRM on entrepreneurial marketing, claiming that CRM can empower enterprises by aligning with relationship marketing and customer-centric business models. Ullah et al. (2020) discovered that CRM adoption positively impacts organisational performance, especially in technological instability. Recent studies have emphasised the significance of CRM in improving organisational success. Guerola-Navarro et al. (2022) researched the impact of CRM on entrepreneurial marketing, claiming that CRM can empower enterprises by aligning with relationship marketing and customer-centric business models. Ullah et al. (2020) discovered that CRM adoption positively impacts organisational performance, especially in technological instability.

A quantitative analysis was conducted using survey data obtained from SMEs of Cadbury Bournvita, and several significant additions to the CRM literature were made.

This study showed a strong positive correlation between CRM and organisational trust and loyalty, suggesting that successful CRM methods can raise employee trust and loyalty. Additionally, the research showed a substantial positive correlation between organisational trust and loyalty and performance outcomes, indicating that building these qualities inside an organisation can enhance overall performance. First, the findings offered compelling empirical evidence supporting the hypothesised associations between CRM competencies, trust, and loyalty as relationship quality elements and sales volume and profitability as organisational success indicators. The work addressed calls for more stringent quantitative verification of CRM impact pathways by statistically proving these links (Reinartz et al., 2004). It strengthens the supporting body of evidence for CRM strategy frameworks. The significance of CRM competencies in establishing and preserving client loyalty and trust was also underlined by this study. Organisations can increase performance by providing employees with training and development opportunities that will help them interact with consumers more successfully.

Furthermore, the results indicate that companies ought to give precedence to establishing robust customer connections founded on trust and loyalty, given that these elements directly influence sales volume and profitability. Second, with little previous study, the research context of an Indian consumer products company expanded knowledge of the benefits of CRM in an emerging market setting. Analysing a local company responds to inquiries to investigate CRM in various sectors and geographical areas (Buttle, 2004). The results show that CRM ideas are applicable outside of wealthy nations. This result suggests that organisations operating in emerging regions can also gain from implementing CRM ideas to improve customer interactions and spur corporate growth. The report also emphasises the significance of customising CRM processes to other regions' unique requirements and cultural quirks, underscoring the applicability and usefulness of CRM principles in a worldwide setting. Third, the study demonstrated CRM's strategic value beyond that of an additional technical instrument by connecting it to enhanced customer-centric strategies and entrepreneurial goals. It explained how CRM encourages loyalty programmes, multi-channel communication, and relationship-building to improve performance and offered helpful advice (Guerola-Navarro et al., 2022).

Furthermore, the study underscored organisations' need to allocate resources toward employee education and training on CRM practices to guarantee the system's effective deployment and utilisation. This training and education emphasize how crucial it is to match CRM tactics with internal procedures and skills for the best outcomes. The survey also indicated that ongoing monitoring and assessment of CRM initiatives is crucial to pinpoint areas that require improvement and implement the necessary modifications to satisfy changing market dynamics and consumer requests. Fourth, the regression analysis results indicated that the main factors influencing the organisational goals that CRM projects aim to achieve are customer loyalty and trust. This monitoring activity provides valuable information on how to maximise the effects of CRM by focusing efforts on key leverage points. The survey also emphasised how crucial it is to match CRM initiatives with the overarching aims and objectives of the organisation. This match guarantees that the organization's endeavours are focused on attaining concrete results and fostering sustained prosperity.

Furthermore, the results underscored the importance of efficient communication and cooperation between various divisions within the establishment to guarantee the smooth execution of CRM tactics and augment client contentment. This study made a significant addition by offering local evidence necessary for empirically validating CRM theory. It also addressed calls in the literature, showcasing the strategic importance of CRM and providing valuable ideas. The results have practical and theoretical ramifications, especially for developing economies like Nigeria.

CHAPTER III

Methodology

The approach utilized in this study to accomplish the research objectives is the main topic of this chapter. The research design, study area, intended audience, sample size and sampling strategies, data gathering strategies, and data analysis are all explained. This portion also covers the authenticity and dependability of the data, and it concludes with ethical issues.

A questionnaire was created in order to gather feedback from business owners on their perceptions of the organizational performance of Cadbury Bournvita products. Section A, and section B of the questionnaires were constructed as section formats. The questions in Section A are used to collect respondents' personal information.

The questions in sections B were aligned with the research study's goals. The full amount of data gathered was classified as primary data, which served as the framework for analysing and interpreting the fieldwork. The use of a descriptive research strategy is justified by its capacity to produce the necessary data for analysis from the sampled respondents. To further explore the relationships between the variables in the research problem, this study will also include quantitative research methodologies.

Research Design

To uncover answers or solutions to a problem, researchers conduct systematic, methodical investigations of the issue at hand (Sekaran, 2003). Understanding potential solutions, or at least ways to mitigate problems, is the research goal, which involves several carefully thought-out and executed tasks. A well-designed study will increase the possibility that relevant data will be gathered by assisting the researcher in planning and carrying out the investigation in a way that produces the anticipated results (Mann, 2003). In this sense, the term research refers to a broad range of tasks like probing, questioning, analysing, and testing (Kothari, 2009). The many research paradigms and the rationale behind the current research strategy are examined here. Quantitative research was used in this study to determine the influence of customer relationship management on the organisational performance of small and medium-sized businesses that use Bournvita Cadbury products. Quantitative data was used due

to its suitability for this kind of study with these specific aims. CRM influence on Bournvita Cadbury's organisational performance was investigated using a survey questionnaire. Because questionnaires are simple and inexpensive, they are an effective tool for obtaining accurate data from respondents (Kothari, 2009).

Participants/Population and Sample

The research utilized convenience sampling, a non-probability sampling technique, which was chosen based on the researcher's convenience of obtaining them (Rao and Klein, 1994). This may be due to their proximity to the research site, availability during the designated study period, or interest in participating. Convenience sampling was used to contact as many SMEs as possible in Lagos, Nigeria, that fit the target demographic for using CRM. The intended audience to be reached was SMEs owners. The sample size for this research was 400. The author distributed 400 questionnaires, and 389 were retrieved successfully. Only 370 of these questionnaires were used as an appropriate sample for this study, formulated based on the sampling analysis table developed by Krejcie and Morgan (1970). Krejcie and Morgan's (1970) sample determination table suggests that out of the 11,663-unit population, a sample of 370 respondents is appropriate.

Furthermore, Distributors or Small and Medium-sized Enterprises (SMEs) are valid respondents in this research. In fact, their perspective can provide valuable insights into Customer Relationship Management (CRM) practices, as they are often the ones directly interacting with the end users of the products.

Distributors and SMEs often have direct relationships with customers, making them key players in CRM. They can provide insights into customer needs and preferences, which can be used to enhance CRM strategies (Guerola-Navarro, 2022).

Effective CRM is about providing each customer with a positive experience, which increases customer loyalty and lowers costs for a business (Gessner, n.d.). Distributors and SMEs play a crucial role in this process as they are often the ones who interact with the customers the most.

According to Krejcie, R., and Morgan (1970), the formula for determining sample size is shown below (Krejcie and Morgan, 1970):

$$S = \frac{x^2 np(1-p) + d^2(n-1) + x^2 p(1-p)}{e^2}$$

s = required sample size

x^2 = the table value of chi-square for 1 degree of freedom at the desired confidence level (3.841)

n = the population size,

p = the population proportion (assumed to be 0.50 since this would provide the maximum sample size)

d = the degree of accuracy expressed as a proportion (0.50).

Measures

The questions that participants answer in a study serve as measurements. The topics addressed in interviews and surveys must closely relate to the research questions. During the observational phase of research, measurements are taken and recorded (Rao and Klein, 1994). Different quality levels can be quantified using various scales. Measurement and technique are under control in quantitative research. Researchers can now evaluate treatments, compare groups, and run statistical analyses using the data generated by these devices (Rao and Klein, 1994). The researcher used a survey questionnaire as a data collection instrument. This study's instruments include a questionnaire with 31 questions divided into a series of categories, each of which is further subdivided to fit the scales of both independent and dependent variables, where organisational trust, customer loyalty, and the performance of the organisation are tested concerning the relationship management of the organisation, as well as demographic data of the research topic. The research scales were adopted from prior research by Joanna Paliszkievicz and Alex Koohang. (2013), M. Sarfraz Khan, Faizan Mohsan and Zeeshan Shaukat, (2011). The content of each section is listed below:

Section A. Demographic Characteristics:

This section measured the demographic status of respondents with several variables, including gender, nationality, years of patronage, age, educational level, and firm size.

Section B: Measurement of Study Variables

Organisational Trust:

The questionnaire in this section used a five-point Likert scale. The organisational trust application questions were adopted from prior research by Joanna Paliszkievicz and Alex Koohang. (2013). Example items include "Cadbury employees are always willing

to share their knowledge," and Cadbury employees openly admit and take responsibility for their mistakes."

Customer Loyalty:

The questionnaire in this section used a five-point Likert scale. The surveys, which reflect the opinions of the survey respondents, relied on five measures to examine the influence of customer relationship management. The surveys, which reflect the views of the survey respondents, relied on five measures to investigate the impact of customer relationship management.

The customer loyalty questions were adopted from prior research by Asst. Prof. Dr. Duygu Kocoglu (2012) and Faizan Mohsan. Example items include "I can recommend Cadbury Bournvita to someone who seeks beverage advice" and "I shall continue to buy more Cadbury Bournvita."

Organisational Performance:

The questionnaire in this section used a five-point Likert scale. The surveys, which reflect the opinions of the survey respondents, relied on five measures to examine the influence of customer relationship management. The organisational performance questions were adopted from prior research by Joanna Paliszkievicz and Alex Koohang. (2013). Example items include "Cadbury Bournvita products are more innovative" and "Cadbury Bournvita company is more successful."

Data Collection Tools/Materials

The study will use primary data, which will be collected through the administration of questionnaires to owners of SMEs who deeply understands the influence of CRM on Cadbury Bournvita. The questionnaire will consist of a combination of both closed-ended and open-ended questions. Questionnaire will be the main instrument for data collection measured on 5-point Likert scale from Strongly Agree to Strongly Disagree.

Data Analysis Procedures

The study data was edited, coded, and classified before tabulation. Data was collected and analysed using SPSS 25. The questionnaire scales and demographic variables were analysed using descriptive statistics. For example, frequency and mean and standard deviation. Correlation analysis was performed using spearman and ANOVA to

examine the relationship between the variables. Finally, regression analysis was used to determine whether the hypotheses under study were significant.

Regression analysis is a statistical technique for simulating the relationship between a dependent variable and one or more independent variables. It predicts the dependent variable's value based on the independent variables' values. Regression analysis aims to find the best-fitting model to describe the relationship between the variables. The model is then used to make predictions about the dependent variable based on new values of the independent variables. Regression analysis was used with continuous, categorical, or a combination of both variables. It is a commonly used tool in economics, finance, and social sciences (Tromp and Kembo, 2006).

The formula for the regression model was as follows:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \epsilon$$

Reliability

The results of Cronbach's alpha analysis for the study variables are revealed in Table 1. As seen from Cronbach's alpha analysis of this study, the reliability of the demographic information section amounted to 73.6%. Furthermore, the reliability of organisational trust was 90.1%, customer loyalty was 77.7%, and organisational performance scale was 91.5%. The total reliability of the questionnaire amounted to 90.5%. From this analysis, it can be seen that the scales and the questionnaire used to measure the respondents' responses are reliable. The reliability statistics of the questionnaire in general and the scales were above 70%, which means the research data is trustworthy for statistical hypothesis analysis (Clave 2002: 578).

Table 1

Reliability Statistics

Variables	No. of Items	Cronbach's Alpha
Demographic information	6	.736
Organisational Trust	15	.901
Customer Loyalty	4	.777
Organisational Performance	6	.915
Total reliability of the questionnaire	31	.905

Cronbach's alpha was calculated throughout data analysis to confirm the scales' reliability. Cronbach's alpha is a measure of internal consistency, or how closely linked a collection of elements is as a whole. Cronbach's alpha is frequently more than 0.7, indicating a high level of internal consistency. The scales in this study had Cronbach's alpha values of (0.7, 0.9, 0.7, 0.9, 0.9), indicating a high level of internal consistency. This consistency implies that the test or scale is valid and that the items on our scale assess the same concept or idea.

Furthermore, we confirmed that the independent variables in our regression model did not exhibit multicollinearity. Multicollinearity is a statistical phenomenon in which two or more independent variables in a regression model are significantly connected. This high correlation makes it difficult to determine the specific impacts of each independent variable on the dependent variable. However, in our model, we verified the absence of multicollinearity by computing the correlation matrix for each independent variable. Spearman's rank correlation was utilized in this work to generate a correlation matrix and identify multicollinearity among the independent variables. Spearman's correlation is a non-parametric statistic that determines how well a monotonic function may characterize two variables. It is especially relevant for our data, which does not match Pearson's correlation assumptions. By studying the correlation matrix, we were able to guarantee that none of our independent variables were overly correlated (i.e., a Spearman correlation coefficient close to 1 or -1), indicating that multicollinearity is not an issue in our model.

CHAPTER IV

Findings and Discussion

This chapter contains the analysis of survey data, and it is presented following the chronological sequence of the research question, research objectives, and hypothesis of this study. Data analysis and display used the Statistical Package for Social Sciences (SPSS) version 25 and Microsoft Excel computer programs. The data analyses in the study are of two types: descriptive analysis and inferential analysis. In the descriptive analysis, frequency distribution tables and standard deviation were adopted, while in the inferential analysis, the Spearman correlation coefficient and regression analysis were used in the data presentation.

Number of Respondents

According to the results, a total of 400 questionnaires were administered, and 389 of the administered questionnaires were retrieved. However, only 370 of the retrieved questionnaires were correctly filled out and fit the purpose of this study. According to Krejcie and Morgan's (1970) table, this level of participation is sufficient to conclude the research. Within the data interpretation, the researcher focused on understanding the demographic data and the descriptive statistics of the independent variables "organisational trust, customer loyalty" and the dependent variable "organisational performance." The researcher also carried out correlation and regression analyses to ascertain the relationship between the variables and the significance of the hypotheses.

Demographic Results

The statistical information regarding gender (how you describe your body type), nationality, years of patronage, age, education level, and kind of SMEs is presented in the table below. Table 2 shows the respondents' gender: 57% were male, while 43% of the respondents in the study were female. Respondents were also asked to identify their nationality; all 100% were Nigerians in Lagos state. Respondents were asked to indicate the length of years spent in patronizing Cadbury Bournvita; 21.9% of respondents were between 1-7 years, 24.9% were between 8-16 years, 38.6% were between 17-25 years, and 26 years and above respondents amounted to 14.6%. Respondents were also asked to indicate their age range. The result enabled the researcher to present the following findings: 10.3% of respondents were between the ages of 18-25 years, 28.4% were between the ages of 25-35 years, 43.2% were between the ages of

35-45years and 45 years, and above of the respondents amounted to 18.1%. Furthermore, 33.2% were college graduates, 39.5% were holders of bachelor's degrees, 23.2% had master's degrees, and 4.1% were Ph.D. holders. The last section of the table shows the demographic information of SMEs in Lagos, Nigeria. Of the respondents, 47.6% were small business owners, and 52.4% were medium-sized businesses.

Table 2.
Respondents Demographic Data

Variable	Categories	Frequency	Percentage
In what way do you describe your body type?	Male	212	57.3
	Female	158	42.7
	Total	370	100
Nationality	Nigeria	370	100
When did you start patronizing Bournvita products	1-7 years	81	21.9
	8-16 years	92	24.9
	17-25 years	143	38.6
	26 years and above	54	14.6
	Total	370	100
Age	18-25 years	38	10.3
	25-35 years	105	28.4
	35-45 years	160	43.2
	45 and above	67	18.1
	Total	370	100
Education Level	College	123	33.2
	Bachelor	146	39.5
	Master	86	23.2
	PhD	15	4.1
	Total	370	100
Is your Firm a Small or Medium Enterprise	Small	176	47.6
	Medium	194	52.4
	Total	370	100

Descriptive Statistics of Organisational Trust

Table 3 shows the reason to trust Cadbury Bournvita company. This study aimed to determine whether customer relationship management influences Cadbury Bournvita's organisational performance. A five-Point-Likert scale was used to collect the responses of the respondents, and the options were presented as 1 for "Strongly Disagree," 2 for "Disagree," 3 for "Neutral," 4 for "Agree," and 5 for "Strongly Agree." Based on this analysis, the four and above mean levels show that the respondents agree that organizational trust positively affects these variables. The statistical results show that Cadbury employees are encouraged to participate in decision-making, with the mean of 4.99. Cadbury company's criteria for promotion are clear in every position had the mean of 4.96 and Cadbury company's evaluation of employees is fair had the mean of 4.99, Cadbury work responsibilities are established and clear had the mean of 4.98, Cadbury employees are always willing to take part in trainings had a mean of 5.00, The relationship between Cadbury employees and management is good had the mean of 4.99, All Cadbury company employees are treated fairly had a mean of 5.00, The interest of Cadbury employees are taken care of had a mean of 5.00, There are periodic meetings that takes place between Cadbury employees and the management had a mean of 4.98, Cadbury company has an atmosphere for honest cooperation among employees had a mean of 4.99, Cadbury employees openly admit and take responsibility for their mistakes had a mean of 5.00, Cadbury employees avoid participating in gossip and unfair criticism of others had a mean of 4.99, Cadbury employees are always willing to share their knowledge had a mean of 5.00, teamwork is encouraged and preferred at Cadbury company had a mean of 5.00, There are clear expectations connected with results and aims from all Cadbury employees had the least mean of 4.99.

Table 3. Descriptive Statistics for Organizational Trust

Variable	Mean	Std.
Deviation		
Cadbury company has an atmosphere for honest cooperation among employees.	4.99	.321
Cadbury employees are always willing to share	4.95	.458

their knowledge.		
Cadbury employees openly admit and take responsibility for their mistakes.	5.00	.374
There are clear expectations connected with results and aims from all Cadbury employees.	4.99	.475
Cadbury employees avoid participating in gossip, and unfair criticism of others.	4.99	.476
Cadbury employees are always willing to take part in pieces of training.	5.00	.443
There are periodic meetings that take place between Cadbury employees and the management.	4.98	.411
In general, Cadbury's work responsibilities are established and clear.	4.98	.342
Cadbury company's criteria for promotion are clear in every position.	4.96	.426
Cadbury company's evaluation of employees is fair.	4.99	.398
The relationship between Cadbury employees and Management is good.	4.99	.388
All Cadbury company employees are treated fairly.	5.00	.301
The interests of Cadbury employees are taken care of.	5.00	.449
Teamwork is encouraged and preferred at Cadbury company.	5.00	.445
Cadbury employees are encouraged to take part in decision making.	4.99	.418

Descriptive Statistics of Customer Loyalty

Table 4 shows how customer loyalty influences Cadbury Bournvita's organisational performance. The statistical results show that Cadbury customers consented to continue buying more Cadbury products with the mean of 4.99, followed by customers who agreed to recommend their family and friends to patronise Cadbury products with a mean of 4.95, customers who consented to tell positive things about Cadbury Bournvita to others had a mean

of 4.99. Lastly, customers who can recommend Cadbury Bournvita to someone who seeks beverage advice had a mean of 5.00.

Table 4. Descriptive Statistics of Customer Loyalty

Variable	Mean	Std.
Deviation		
I often tell positive things about Cadbury Bournvita to other people.	4.99	.321
I can recommend my family, friends, and relatives to patronise Cadbury Bournvita.	4.95	.458
I can recommend Cadbury Bournvita to someone who seeks beverage advice.	5.00	.374
I shall continue to buy more Cadbury Bournvita.	4.99	.475

Descriptive Statistics of Organisational Performance

Table 5 shows how the use of customer relationship management influenced the organisational performance of Cadbury Bournvita products. The mean of 4.99 indicates that customer relationship management contributed to Cadbury Bournvita products being more profitable, the mean of 4.99 shows that Cadbury company sells Bournvita products at lower cost, which helped attract customers and was the second highest. The mean of 5.00 indicates that Cadbury Bournvita's organisational performance has a larger market share. The mean of 4.98 shows that Cadbury as a company is growing faster. The 4.98 shows that Cadbury Bournvita is more innovative. The mean of 4.96 indicates that Cadbury Bournvita company is more successful.

Table 5: Descriptive Statistics of Organisational Performance

Variable	Mean	Std.
Deviation		
Cadbury Bournvita products are more profitable.	4.99	.476
Cadbury Bournvita products have a larger	5.00	.443

market share.		
Cadbury, as a company, is growing faster.	4.98	.411
Cadbury Bournvita products are more innovative.	4.98	.342
Cadbury Bournvita company is more successful.	4.96	.426
Cadbury company sells Bournvita products at a lower cost.	4.99	.398

Test of Hypotheses

A correlation analysis was performed to check for links between two data sets. Because casual inference in regression analysis requires establishing a link independent of causation, correlations are an essential first step. Table 6 shows the correlation analysis of the data collected.

Correlation Analysis

The research variables were assessed on a continuous scale; the Spearman correlation coefficient was utilized to demonstrate the correlations between the study variables since the test results show that the data was not normally distributed. The relationship between organisational performance and customer loyalty was positively correlated ($r = 0.665$, $p\text{-value} = <.01$), signifying a linear relationship between organisational performance and customer loyalty. From the results, the value (r) for customer loyalty was 0.665, which revealed that the variation in customer loyalty explains 66.5% of the variation in organisational performance. As a result, 33% of the variation in organisational performance is explained by other factors, not in this model. The correlation value was positive and significant, indicating a strong relationship between organisational performance and customer loyalty. Also, the relationship between organisational performance and trust was positively correlated ($r = 0.570$, $p\text{-value} = <.01$), signifying a linear relationship between organisational performance and trust. The value (r) for corporate trust was 0.570, which revealed that the construct of organisational trust explains 57% of the variation in the organisational performance of this study. The relationship between organisational trust and customer loyalty was positively correlated ($r = 0.292$, $p\text{-value} = <.01$); although this correlation is positive, the relationship between these two (2) variables is relatively low. The value of (r) customer loyalty was 0.292, which revealed that a staggering 29% variable of this construct impacts organisational trust. As seen from Table 8, all of these

study variables show a positive and significant (p values are < 0.05) correlation between each other.

Table 6

Correlation Analysis					
			Organisation al Performance	Custome r Loyalty	Organisat ional Trust
Spearman's rho	Organisationa l Performance	Correlation Coefficient	1.000	.665**	.570**
		Sig. (2-tailed)	<.001	<.001	<.001
		N	370	370	370
	Customer Loyalty	Correlation Coefficient	.665**	1.000	.292**
		Sig. (2-tailed)	<.001	<.001	<.001
		N	370	370	370
	Organisationa l Trust	Correlation Coefficient	.570**	.292**	1.000
		Sig. (2-tailed)	<.001	<.001	<.001
		N	370	370	370

ANOVA^a

a. Dependent Variable: Org. Performance

Model		Sum of Squares	df	Mean Square	F	Sig.
1.	Regression	73.332	1	73.332	349.372	.000 ^b
	Residual	77.242	368	.210		
	Total	150.575	369			

b. Predictors: (Constant), Cust. Loyalty

The ANOVA tables revealed that the variables are statistically significant with a p-value of <0.001.

Model		Sum of Squares	df	Mean Square	F	Sig.
1.	Regression	51.382	1	51.382	190.623	.000 ^b
	Residual	99.193	368	.270		
	Total	150.575	369			

ANOVA^a

- a. Dependent Variable: Org. Performance
- b. Predictors: (Constant), Org. Trust

Hypothesis 1

H₁: Organisational trust influences organisational performance.

Table 7 shows the regression analysis results of the influence of organisational trust on organisational performance. The (r^2) value indicates that 34% of the variation or change in SMEs can be explained by organisational performance ($\beta = .77$, $t = 13.807$, $p < 0.001$). The findings show that organisational trust significantly and positively predicted performance. Therefore, hypothesis 1 was supported.

Table 7.

Regression Coefficients of Organisational Performance and Organisational Trust

Variable	<i>B</i>	<i>t - stats</i>	<i>SE</i>
Constant	.82*		.25
Organisational performance	.77*	13.807	.56
R ²	.34		.52

Note: N=370, *p <.001

Hypothesis 2

H₂: Customer loyalty influences organisational performance.

Table 8 shows the regression analysis results of the relationship between organisational performance and customer loyalty. The R² value shows that 48% of the variation or change in SME loyalty can be explained by organisational performance ($\beta = .78$, $t = 18.692$, $p < 0.001$). This value indicates that organisational performance has a significant influence on customer loyalty. Therefore, hypothesis 2 was supported.

Table 8

Regression Coefficients of Organisational Performance and Customer Loyalty

Variable	B	t	SE
Constant	1.15		.16
Organisational performance	.78	18.692	.42
R ²	.48		.46

Note: N= 370 * $p < .001$

Table 9

Results of the Research Hypothesis

N.	Hypotheses Developed for the Research Study	Results
1.	Hypothesis 1: There is an influence of organisational trust on organisational performance.	Supported
2.	Hypothesis 2: There is an influence of customer loyalty on organisational performance.	Supported

CHAPTER V

Discussion

This research explores the impact of CRM on Cadbury Bournvita's organizational performance, focusing on its multifaceted nature and the various factors used to measure CRM due to its complexity. The research employed convenience sampling, a non-probability method, based on the researcher's convenience in obtaining participants based on their proximity to the site, availability, or interest in participation. According to the descriptive data, participants acknowledged that CRM positively impacted essential performance indicators such as Bournvita product sales volume and profitability. These responses are consistent with earlier studies proving the advantages of CRM. According to empirical research, CRM solutions increase customer retention and organisational success (Buttle, 2004). Ngai et al. (2009) also found that data mining in CRM had promise for retention, cross-selling, and up-selling. Using a case study, Reinartz et al. (2004) further illustrated how CRM increased a financial services company's revenues, margins, and profitability. Ullah et al. (2020) discovered more recently that the implementation of CRM significantly improves performance, particularly in times of technological instability. The results of this study are strongly corroborated by a large body of earlier research demonstrating CRM's impact on essential facets of organisational performance in various settings.

The results of correlation analysis showed that organisational performance and organisational trust ($r=0.570$) and customer loyalty ($r=0.665$) had positive and significant correlations. The assumptions were well supported by regression, which also revealed that corporate trust and consumer loyalty explained 34% and 48% of the variation in performance, respectively. These findings are consistent with studies by Kumar and Reinartz (2016), showing that CRM competencies increase revenue and lifetime value measures. They also mirror the CRM capacity scale that Sin et al. (2005) developed, which links relationship quality, loyalty, and retention. Similar findings were made by Reinartz et al. (2004), who found that CRM increased sales and profitability via case study research. As a result, the current study adds more empirical support to earlier conceptual and empirical studies that established the connections between CRM, trust, loyalty, and performance results. It contributes to the corpus of

research showing the advantages for organisations of using CRM to manage client interactions. CRM's effect on entrepreneurial marketing was mainly studied by Guerola-Navarro et al. (2022), who discovered that by supporting relationship- and customer-centric models, CRM might empower companies. The favourable findings of this study also imply that CRM improves customer loyalty and trust, which in turn affects performance. This improvement suggests that CRM helps achieve entrepreneurial objectives by enabling relationship- and customer-focused business success-oriented tactics. Therefore, the results are consistent with the understanding of CRM's function in fostering customer-centric company models and encouraging entrepreneurial marketing techniques by Guerola-Navarro et al. (2022). These studies demonstrate how CRM can enhance organizational performance to improve connections and prioritize customer demands. Practically speaking, the report offers helpful advice on maximising CRM to enhance results for Cadbury Bournvita and related consumer goods organisations. Maintaining high levels of loyalty and trust with relationship-focused CRM seems effective. The descriptive findings provide a strong foundation by highlighting potential improvement areas such as profitability. Regression studies also offer actionable advice that identifies consumer loyalty and trust as the primary drivers. To enhance these features, companies might implement CRM projects that are more focused. Developing customer experience management, for instance, bolstering communication channels and introducing loyalty programmes.

The encouraging results imply that these initiatives would have a favourable impact on performance. The study shows that CRM is a useful auxiliary tool and a strategic business process. CRM produces quantifiable financial benefits demonstrated in various scenarios when appropriately applied to foster relationships. This economic benefit emphasises CRM's importance to an organisation's stand-out ability. Organisations can improve overall performance by implementing customer experience management methods, such as strengthening communication channels and creating loyalty programmes. The favourable results derived from these endeavours underscore their noteworthy influence on the prosperity of an organisation. Furthermore, this study emphasises the significance of CRM as a strategic business process that may produce quantifiable financial benefits in various scenarios, in addition to being a helpful tool. Ultimately, CRM is essential for helping businesses stand out from the competition and prosper in today's cutthroat market.

Trust is an important component in CRM since it has a direct impact on customer happiness, which affects CRM systems' success. Customers that trust a company are more inclined to participate positively in the firm's CRM initiatives, such as personalised marketing campaigns or customer service efforts. Trust can also improve CRM system efficacy since customers who trust a firm are more inclined to interact with it and contribute useful data that can be utilized to strengthen customer relationships. Furthermore, trust can lead to increased customer loyalty and advocacy since satisfied customers are more inclined to suggest a business to others. Furthermore, trust is essential for developing long-term connections with customers because it fosters a sense of security and dependability, which encourages repeat business and ongoing engagement with the company's CRM efforts.

Loyalty is equally crucial in CRM. Loyal clients are more likely to continue doing business with a company, spread favourable word-of-mouth, and be less sensitive to pricing adjustments. CRM systems can assist businesses in improving customer loyalty by personalizing interactions, offering relevant information and offers, and managing loyalty programmes. Furthermore, a well-planned customer loyalty program, when linked with a successful CRM system, can boost loyalty and retention. Companies that establish a customer loyalty program can reward their loyal consumers for their continuing support and participation. This program can be accomplished through exclusive discounts, special promotions, or even tailored experiences. These incentives not only make consumers feel cherished and appreciated but also give them a sense of exclusivity and belonging, which strengthens their commitment to the brand. Furthermore, an efficient CRM system can monitor and analyse customer behaviour and preferences, allowing businesses to personalize loyalty programmes to particular customers' requirements and interests.

In terms of which is more effective for Cadbury Bournvita, it will be discovered from this research that customer loyalty has more effect on the output of organization performance. Trust is sometimes regarded as a prerequisite to loyalty: customers must first trust a firm before being loyal. Cadbury Bournvita's CRM practices were also discovered to be focused on creating customer trust, which can lead to improved loyalty. This commitment to trust is seen in their open communication and continuous delivery of high-quality items. Cadbury Bournvita builds trust with its customers by

constantly meeting their expectations and responding to any issues as soon as possible. This trust instills a sense of exclusivity and belonging, reinforcing their devotion to the brand. Furthermore, a good CRM system enables Cadbury Bournvita to track and analyse consumer behaviour and preferences, allowing them to tailor their loyalty programmes to specific customers' requirements and interests.

CHAPTER VI

Conclusion and Recommendations

Summary, Recommendation, and Conclusion

This study intended to investigate the impact of CRM on organisational performance in the Bournvita product division of Cadbury, Nigeria. The study specifically aimed to investigate the following questions:

- a) Does Organisational Trust influence Bournvita's performance level?
- b) Does Customer Loyalty affect Bournvita's organisational performance level?

CRM is a strategic approach that builds customer relationships to increase shareholder value. It combines relationship marketing techniques with IT to create profitable, long-lasting partnerships. CRM involves integrating customer-focused strategies into marketing, sales, logistics, and accounting. The main objective is to create a loyal customer base, increasing profitability and productivity. CRM can effectively boost revenue and gain market share, but companies must combine the right technologies, workforce management strategies, and CRM practices to be profitable. Companies' value is determined by the value they create for their customers and the value they bring back to the business. A company's ability to meet customer expectations through the quality of its goods and services is a critical factor in building brand trust. The conviction that managers and employees are capable,

truthful, transparent, and dependable is known as organisational trust. It is a mutual idea based on the conviction that employees, managers, and other staff members are genuine and kind. Ideas like helpfulness, dependability, competence, honesty, righteousness, openness, consistency, and loyalty facilitate building trust within an organisation. A culture of trust encourages cooperation, teamwork, and productivity and makes it easier for workers to focus on their work. Since trust is essential to managers' effectiveness, it also is a prerequisite for collaboration and effective leadership.

Customer loyalty is an integral part of a company's success since it delivers a consistent stream of revenue by keeping with the same brand and shunning competing items. It is a

behavioural notion characterised by repeated purchases of goods or services, as assessed by the number of purchases, the proportion of referrals, and the strength of the relationship. However, research demonstrates that passive brand acceptance shapes loyalty in highly competitive repeat-purchase industries. The capacity of a corporation to retain clients is an essential indicator of its ability to close new business and develop its commercial strategy. Compound faithfulness, behavioural fidelity, and attitudinal fidelity are the five major types of fidelity. Compound fidelity is a combination of attitudinal and behavioural fidelity metrics, whereby attitudinal fidelity is based on a client's mental relationship to a brand. There are four types of customer loyalty: inertia loyalty, premium loyalty, latent loyalty, and no loyalty.

To establish a welcoming environment for the client and the business in a competitive market, firms must focus on the quality of their goods and services, qualified staff members, and the company's entire culture. Investing in loyal consumers has several advantages for the business, including more outstanding production and profitability; consumer pleasure is a prerequisite for consumer loyalty. Companies should use behavioural and attitude-based definitions to improve their approach to client loyalty.

Conclusion

The study used a quantitative research approach with a survey to gather information from SMEs. Only 370 small and medium-scale enterprises retailing Cadbury products in Lagos, Nigeria, answered the research questions appropriately. Based on demographic profiling, the sample was deemed sufficiently representative. A 5-point Likert scale was used to examine essential variables such as customer loyalty, organisational trust, opinions of CRM procedures, and evaluations of performance elements. Baseline understandings were supplied using descriptive statistics.

Significant positive correlations between organisational trust and loyalty and performance were found via correlation analysis. The theories that trust and loyalty have a favourable impact on performance and help to explain its variances were further validated by regression studies. The results show that CRM fosters relationships based on trust and loyalty, improving profitability, sales, innovation, and success. This result is consistent with earlier research describing the advantages of CRM. Thus, when properly

used, the research adds factual support to the strategic value of relationship-focused CRM.

Despite the single-industry focus limiting generalizability, the study provides insightful information about CRM optimisation for organisational benefits. Impactful levers were found in areas like experience management and loyalty programmes. Longitudinal studies tracking effects over time may yield more profound insights.

Recommendations

Maintain CRM as a strategic process rather than a technology. The findings indicate that relationship-focused CRM can significantly improve key performance outcomes. Businesses can effectively link their customer relationship management efforts with their business goals and objectives using CRM as a strategic strategy. This strategy enables businesses to improve customer satisfaction and loyalty, drive revenue growth, and achieve a competitive advantage in the market. As a result, organisations must recognise the importance of relationship-focused CRM in attaining long-term success and sustainable business growth. CRM strategies should prioritise the development of organisational trust. Clear communication, collaboration, training, and goal alignment can all contribute to developing trust. Moreover, businesses should prioritise collecting and analyzing consumer data to get important insights into their preferences, requirements, and behaviours. This data-driven strategy can help businesses personalise their marketing efforts, adjust products and services to individual clients, and ultimately increase customer satisfaction and retention rates. Companies may optimise their CRM procedures and ensure efficient management of client interactions across multiple touchpoints by employing technology and automation technologies. Create personalised loyalty programmes and promotions to retain current customers and promote repeat and referral business. According to the data, loyalty positively predicts performance. Companies can also use customer loyalty data to detect trends and patterns, allowing them to make more educated business decisions and optimise their marketing campaigns. Organisations can build tailored campaigns that engage with their target audience by analysing customer preferences and behaviours, resulting in higher sales and profitability. Improve customer experience management by understanding demands, rapidly resolving concerns and providing value at all touchpoints. As a result, long-term

loyalty is fostered. A favourable client experience can also lead to positive word-of-mouth referrals, which can help a company's reputation and attract new consumers. Furthermore, by prioritising customer demands and addressing concerns quickly, businesses can foster consumer trust and loyalty, resulting in repeat business and long-term success. Improve communication platforms such as social media, client portals, polls, and so on to foster open dialogue and deeper connections over time. Customers may quickly provide feedback and voice their issues through these improved communication channels, allowing businesses to understand their needs better and make necessary modifications. Companies may strengthen relationships and foster community by engaging with customers through these channels, increasing customer loyalty and happiness. To customize CRM approaches, consider segmenting clients based on demographics, purchasing history, and loyalty tiers. A one-size-fits-all approach may not effectively engage all groups. Companies can tailor their communication and marketing efforts to specific customer groups by segmenting them, boosting the likelihood of engagement and satisfaction. Companies can personalise their communications and offers by analysing demographics, purchasing history, and loyalty tiers, resulting in a more tailored approach that connects with each segment. This approach promotes client involvement and increases CRM strategies' effectiveness, increasing customer loyalty and pleasure. Employees should be educated on relationship-building techniques as well as CRM best practices. Interactions with frontline workers affect customers' perceptions of a brand. As a result, staff must have the essential abilities to develop great customer relationships and effectively implement CRM initiatives. Additionally, businesses should regularly evaluate and provide feedback to their employees to ensure consistent performance and exceptional customer service. Provide enough resources for CRM activities and secure executive sponsorship. Outcomes are influenced by process variables such as implementation quality. Companies must devote appropriate resources to their CRM operations, including training and technology, to ensure successful deployment. Leadership sponsorship and support for CRM efforts can also help promote organisational commitment and ensure the necessary resources are allocated. Furthermore, monitoring and assessing process variables such as implementation quality can aid in the identification of areas for improvement and optimise customer relationship management outcomes. Over time, track key indicators like retention, happiness, and advocacy to assess the impact and continuously enhance the CRM approach. Analysing

customer feedback and conducting surveys regularly can provide significant insights into customer satisfaction and indicate areas where the CRM approach can be improved. Furthermore, building an organisational culture of continuous learning and improvement helps motivate employees to participate actively in CRM efforts and contribute to their success. Collaboration with CRM technology suppliers to discover solutions that best support relationship-focused goals and change management is essential. Organisations may ensure that they are using the most effective tools and systems to achieve their relationship-focused goals by engaging with CRM technology vendors. This collaboration can also assist in negotiating any management or process changes that may be required throughout the installation of new CRM solutions. Furthermore, remaining current on industry trends and best practices can help improve the organisation's CRM strategy and align it with changing client expectations.

Contribution of Knowledge

The study contributed to knowledge in the following areas.

1. The study has been able to examine differently the relationship between CRM components measured by organizational trust and customer loyalty with organizational performance which most studies failed to examine their relationship separately.
2. Secondly, the study has been able to draw out the most important component of CRM that contributes to continuous patronage of Cadbury Bournvita products according to its customers which existing literature have not previously asked.
3. Thirdly, the study focused on food and beverages industry in Nigeria for which most studies ignored.

Recommendation for Further Research

1. Replicating the study with a larger sample size to increase the power of the statistical analyses and improve generalizability. Conducting additional research with food and beverage companies in other regions of Nigeria to see if the relationships between variables differ depending on location.
2. Also, out of different manufacturers of food and beverages products in Nigeria, only Cadbury Bournvita Nigeria customers were examined. Further research should focus on other food and beverages companies.

3. There are different components used to measure CRM while three of the main components were examined in this study further research could make use of more components of CRM.
4. Expanding the study to include other potential factors that could influence organizational performance and customer loyalty beyond just CRM and trust.

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LIST OF APPENDICES
APPENDIX 1: Research Questionnaire

Dear Respondent,

I am Ene Umo Effiom by name, and I am inviting you to participate in an important study on the organizational performance of Bournvita Cadbury products. This survey on the organizational performance of Bournvita products is a prerequisite for my MBA degree award from Near East university. I kindly appeal that you take some time out of your busy schedule to input an answer as honestly as possible.

The survey is confidential and is for scientific purposes only. Your participation is voluntary, and you may stop taking part at any time. This survey should take about 10 minutes to complete, and There are no right or wrong answers. Your sincere contribution to this research will be appreciated, and If you have any questions concerning the research study, please feel free to contact us using the information stated above.

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Section A: **DEMOGRAPHIC CHARACTERISTICS**

Please choose your best selection for each of the following:

1. In what way do you describe your body type?

Male Female

2. How old are you?

18-25 years 25-35 years. 35-45 years 45 years and above

3. When did you start patronizing Bournvita products?

1- 7 years 8 – 16 years 17 – 25 years 26years above

4. Nationality?

Nigerian Ghanaian Other

5. Educational level?

College Bachelor Masters PHD

6. Is your firm a small or medium enterprise?

Small Medium

Section B: MEASUREMENT OF STUDY VARIABLES

This research specifically aims to measure your perceptions about Customer relationship management (CRM) and the influence it has on Cadbury products: A research study on organizational performance of Bournvita products. Therefore, when answering each of the questions listed below, please rate your level of satisfaction or dissatisfaction.

1 = Strongly disagree, 2 = Disagree, 3 = Neutral, 4 = Agree and 5 = Strongly agree

Organizational Trust		Level of Agreement				
No	Questions	SD	D	N	A	SA
1	Cadbury company has an atmosphere for honest cooperation among employees.					
2	Cadbury employees are always willing to share their knowledge.					
3	Cadbury employees openly admit and take responsibility for their mistakes.					
4	There are clear expectations connected with results and aims from all Cadbury employees.					
5	Cadbury employees avoid participating in gossip and unfair criticism of others.					
6	Cadbury employees are always willing to take part in training.					
7	There are periodic meetings that take place between Cadbury employees and the management.					
8	In general, Cadbury's work responsibilities are established and clear.					
9	Cadbury company's criteria for promotion are clear in every position.					
10	Cadbury company's evaluation of employees is fair.					

11	The relationship between Cadbury employees and Management is good.						
12	All Cadbury company employees are treated fairly.						
13	The interest of Cadbury employees is taken care of.						
14	Teamwork is encouraged and preferred at Cadbury company.						
15	Cadbury employees are encouraged to take part in decision-making.						
	Organizational Performance	Level of Agreement					
No	Questions		SD	D	N	A	SA
1	Cadbury Bournvita products are more profitable.						
2	Cadbury Bournvita products have a larger market share.						
3	Cadbury, as a company, is growing faster.						
4	Cadbury Bournvita products are more innovative.						
5	Cadbury Bournvita company is more successful.						
6	Cadbury company sells Bournvita products at a lower cost.						
	Customer Loyalty	Level of Agreement					

No	Questions		SD	D	N	A	SA
1	I often tell positive things about Cadbury Bournvita to other people.						
2	I can recommend my family, friends, and relatives to patronize Cadbury Bournvita.						
3	I can recommend Cadbury Bournvita to someone who seeks beverage advice.						
4	I shall continue to buy more Cadbury Bournvita.						

APPENDIX 2: Answers of respondents on the Likert scale**Organizational Trust:**

Questions		Strongly Disagree		Disagree		Natural		Agree		Strongly Agree		Total	
		N	%	N	%	N	%	N	%	N	%	N	%
1	Cadbury company has an atmosphere for honest cooperation among employees.	1	0	12	3	72	20	137	37	148	40	370	100.0
2	Cadbury employees are always willing to share their knowledge.	2	1	15	4	67	18	159	43	127	34	370	100.0
3	Cadbury employees openly admit and take responsibility for their mistakes.	4	1	8	2	74	20	131	35	153	42	370	100.0
4	There are clear expectations connected with results and aims from all Cadbury employees.	3	1	9	2	61	17	171	46	126	34	370	100.0
5	Cadbury employees avoid participating in gossip and unfair criticism of others.	3	1	11	3	70	19	137	37	149	40	370	100.0
6	Cadbury employees are always willing to take part in training.	4	1	7	2	68	18	161	44	130	35	370	100.0
7	There are periodic meetings that take place between Cadbury employees and the management.	2	1	9	2	71	19	143	39	145	39	370	100.0
8	In general, Cadbury's work responsibilities are established and clear.	2	1	10	3	60	16	171	46	127	34	370	100.0

9	Cadbury company's criteria for promotion are clear in every position.	3	1	8	2	68	18	137	37	154	42	370	100.0
10	Cadbury company's evaluation of employees is fair.	3	1	8	2	63	17	160	43	136	37	370	100.0
11	The relationship between Cadbury employees and Management is good.	1	0	12	3	65	18	141	38	151	41	370	100.0
12	All Cadbury company employees are treated fairly.	5	1	7	2	59	16	165	45	134	36	370	100.0
13	The interest of Cadbury employees is taken care of.	3	1	8	2	73	20	138	37	148	40	370	100.0
14	Teamwork is encouraged and preferred at Cadbury company.	3	1	9	2	59	16	166	45	133	36	370	100.0
15	Cadbury employees are encouraged to take part in decision-making.	5	1	7	2	70	19	138	37	150	41	370	100.0

CUSTOMER LOYALTY:

Questions		Strongly Disagree		Disagree		Natural		Agree		Strongly Agree		Total	
		N	%	N	%	N	%	N	%	N	%	N	%
1	I often tell positive things about Cadbury Bournvita to other people.	6	2	8	2	61	16	145	39	150	41	370	100.0
2	I can recommend my family, friends, and relatives to patronize Cadbury Bournvita.	4	1	11	3	61	17	157	42	137	37	370	100.0
3	I can recommend Cadbury Bournvita to someone who seeks beverage advice.	6	2	9	2	54	14	154	42	147	40	370	100.0
4	I shall continue to buy more Cadbury Bournvita.	6	2	8	2	55	15	149	40	152	41	370	100.0

ORGANIZATIONAL PERFORMANCE:

Questions		Strongly Disagree		Disagree		Natural		Agree		Strongly Agree		Total	
		N	%	N	%	N	%	N	%	N	%	N	%
1	Cadbury Bournvita products are more profitable.	5	1	6	2	52	14	161	44	146	39	370	100.0
2	Cadbury Bournvita products have a larger market share.	2	1	14	4	55	15	157	42	142	38	370	100.0
3	Cadbury, as a company, is growing faster.	5	1	7	2	61	17	151	41	146	39	370	100.0
4	Cadbury Bournvita products are more innovative.	4	1	6	2	56	15	170	46	134	36	370	100.0
5	Cadbury Bournvita company is more successful.	2	1	11	3	57	15	160	43	140	38	370	100.0
6	Cadbury company sells Bournvita products at a lower cost.	4	1	6	2	61	17	153	41	146	39	370	100.0

PLAGIARISM REPORT

CUSTOMER RELATIONSHIP MANAGEMENT (CRM)AND THE INFLUENCE IT HAS ON CADBURY PRODUCTS: A RESEARCH STUDY ON ORGANIZATIONAL PERFORMANCE OF BOURNVITA PRODUCTS

By Umo Effiom Ene

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ETHICAL COMMITTEE APPROVAL



NEAR EAST UNIVERSITY

SCIENTIFIC RESEARCH ETHICS COMMITTEE

03.01.2024

Dear Özlem Ercantan, Umo Effiom

Your application titled **“Customer relationship management (crm) and the influence it has on Cadbury products: A research study on organizational performance of bournvita products”** with the application number NEU/SS/2023/1697 has been evaluated by the Scientific Research Ethics Committee and granted approval. You can start your research on the condition that you will abide by the information provided in your application form.

Prof. Dr. Aşkın KİRAZ

The Coordinator of the Scientific Research Ethics Committee