

Customer Relationship Management Model: A Business Strategy in a Competitive Business Climate

Ben, Etim Udoh*¹, Udo, Emmanuel Samuel *², Abner, Ishaku Prince*³

*¹University of Nigeria, Enugu Campus, Nigeria, Department of Management

*²University of Nigeria, Enugu Campus, Nigeria, Department of Banking and Finance

*³University of Nigeria, Enugu Campus, Nigeria, Department of Management

*²emmanuel Samueludo@gmail.com

Abstract-Customer relationship management (CRM) is the fulcrum of modern organizations' competitive advantage prowess in a competitive business climate. Paltry in customer satisfaction and relationship after the 2015-2017 economic and business crisis defies the Nigerian business climate. The need by firms to nurture serviceable business and relationship with shareholders especially customers and competitors to satisfy customers' change in taste and fashion; and remained competitive forms the fulcrum of this study. A mutual, beneficial and long-term relationship between organizations and their customers lower the cost of business, increases the eases of doing business, and shareholders' values. This study examines CRM implementation, benefits, and performance in Nigeria. Findings based on an appropriate quantitative questionnaire revealed that businesses implementing CRM benefits and experience improve performance and appreciate CRM as a vital strategy against competitors. The Balanced Scorecard (BSC) model linking CRM significantly impact on business performance in Nigeria. This study contributes to the extant literature and filled the knowledge gap by recommending the Balanced Scorecard (BSC) model linkage with the CRM model as a more advanced model to self-evaluate businesses and customer satisfaction performance. This differs from previous studies that focus on CRM only to include the Balanced Scorecard (BSC) model as a performance measure.

Keywords: *Balanced Scorecard, customer relationship management (CRM), competitive business climate, Nigeria, business crisis*

1. Introduction

The stormy, volatile and highly competitive business and economic climate in emerging and developed economies are traceable to economic evolution, advanced technologies, and consumer sensitivity to change in taste and fashion. Thus, in economic and finance argument the 2007-2010 global recession is described as the end of capitalism or free-market

economic doctrine by numerous scholars [1]. The global recession is established to be a regeneration of the 1930s crisis traceable to market failure to re-adjust itself from disequilibrium to equilibrium.

The rippling effects of the global crisis led to a dicey economic and business climate in Nigeria. Express in economic, and business collapse, staff downscaling, increase in poverty, infant and maternal mortality rates among others. The operational locus of the Nigerian business and economic climates after the crisis significantly influenced government and industry tactics to satisfy, and retain consumers and also remain competitive.

Customer's alignment, satisfaction, and retention are the central theory of business's. Effective and efficient customer relationship management increases customer satisfaction and the overall performance of businesses [2]. In contemporary times customers are taste and fashion motivated, and are more connected, informed and dynamic contrary to years of isolation, and naïve respond to the change and globalization [3]. Customer's information management, satisfaction, and retention are necessary business strategies to sustained competitive advantage prowess and performance.

The CRM model was promulgated in the 1970s, and in recent times identified as a pivotal tool in business performance, after the global crisis. Giving its potentials to increase customer satisfaction, loyalty, increase firm, and shareholders' value, along with the ease of doing business while diminishing business operational costs [4]. According to SAP AG, CRM is a customer-centric business strategy developed to modernize operational practices of businesses, managed customer expectations, and information to offer quality customized products and services [5].

The CRM is categorized into;

Strategic and Operational perspectives.

a. The strategic perspective focuses on tantalizing (the right) customers and maximize their lifespan loyalty and value through, acquisition, cultivation, managing, and retention.

b. The operational perspective deals with customer's automation processes of, sales, marketing, interactions (information gathering and capturing), and customer service.

Customers are not just end-users or receivers of industries' products and services but also supply chain formative factors and co-producers [6].

Empirical studies report a lack of generalized success rate in all organizations implementing CRM in the developed and emerging business climate. Findings revealed that 20%-30.7% of organizations implementing CRM significantly experience an increase in sales, service performance, profitability and shareholder value [3].

On the contrary, Giga argued that about 70% of the organization implementing the CRM model experience paltry in sales, service performance, profitability and shareholder value [3]. According to IBM, reports, on various surveys on CRM-implementation revealed 55%-75% failure rate. The report of IBM is further buttressed in the findings of Kale as cited in [3] 60%-80% the high failure rate recorded in organization implementing CRM is traceable to organization perception of CRM towards achieving set objectives.

Empirical studies on CRM also revealed that about 85% of organizations acknowledge that CRM implementation significantly improves their competitive advantage, profitability, customer loyalty, and overall performance, while only 25%-35% experience poor overall performance. This study examines CRM performance, benefits, firm's perceptions, and implementation model as a business a strategy with respect to the Balanced Scorecard Perspective in a competitive business climate.

1.2 Objective:

The fundamental objective of this study is to examine the customer relationship management CRM model, its benefits, implementation model and perceptions by firms as a business strategy under the Balanced Scorecard Perspective (BSC). The BSC Perspective includes; "Business processes", "Customer loyalty", "Business cost reduction", "Organizational and Human Resource Alignment", "Customer service" and "Customer e-service".

2. Review of Related Literature

2.1 Customer Relationship Management (CRM) Model

Customer retention, satisfaction, and competition in developed and emerging economic and business climate reveal the significance of CRM as a pivotal tool in business.

[7] describes customer relationship management as an indispensable strategy for building a customer-centric organization, retaining profitable customer and

delivering superior customer value and product satisfaction.

CRM is an organizational home-based business and economic tactic deployed to nurture reciprocal and profitable long-term business relationships with customers, through data collection, integrating and analyzing collected data. According to Shahin and Nikneshan as cited in [5] effective CRM model implementation mechanism entails; understanding and differentiation, developing and customizing, interacting, delivery, acquiring and retaining.

CRM is subdivided into operational and strategic to analysis its significance and impact.

The operational category analyses the technological process relationship between the business and the customer towards sustaining a cordial relationship. Rigby et al as cited in [1] noted that; CRM "allows the business to customers' swift information gathering. The strategic category analyses CRM implementation as a comprehensive tactic process to acquire, retain, and partner with customers to create a superior product value chain.

The prime function of the CRM is to identify, acquire, serve, and retain profitable customers through interactive based modus operandi [8].

The success and failure of businesses according to [3] depend exclusively on the organization's operational technological strategies and implementation strategies to CRM implementation. [9] report that a 5% increase in effective and efficient CRM model increases organization competitive value by 95%. While other studies report counter-performance rates on failure at 70%.

The divers operational, strategic definitions and results associated with CRM implementation form the study fulcrum to examine CRM performance, benefits, industry perceptions as a business strategy with respect to Balanced Scorecard Perspective in a competitive business climate.

2.2 Theoretical Framework

The Need Model

The need model was in 1943 promulgated by Abraham Maslow categorizing customers' needs into physiological, security, social, esteem and self-actualization needs. The application of the need theory into CRM impacts positively on the growth and development of businesses. Businesses strive to satisfied diverse customers' changes in taste and fashion and retain customer's loyalty.

[9] posit that there is a need and must be met. An organization with competent and resourceful CRM satisfied customers' needs customers'. The need theory supports the CRM model as a vital business tool in a competitive climate.

a. The Stakeholders' Theory

The stakeholders' theory was in 1983 promulgated by Ian Mitroff to address organizational morals and values towards maximizing shareholders' value and protecting the interest of a variety of stakeholders especially customers. Stakeholders consist not only of, executive directors, suppliers, employees, host communities, creditors/lenders and government but also customers and co-competitors. The stakeholder theory in relation to CRM, states that customers are the pivot of every organization. Poor customer relationship decreases the competitive advantage, financial and non-financial performance of the business. Mismanagement of a single customer negatively affects other customers' perceptions.

The stakeholder's theory maintained that it is cost-effective to manage existing customers than acquire new customers'. Recommending and integrating both the resource-based and market-based views along with the socio-political level to effectively manage, retained, satisfied customers and remind competitively active. The stakeholder theory supports the CRM model through the resource-based and market-based views along with the socio-political level sum under organizational morals and shareholders value maximization to protect the interest of a variety of stakeholders especially the customers.

2.3 The Nigerian Economic, Financial and Business crisis

The mono-export pattern and value chain effect structure of the Nigerian economy positively stimulate economic, business and financial disequilibrium decreasing growth and development and driving a

business collapse in Nigeria. Specifically, in 2015-2016 Nigeria witness a decline in GDP trend of -2.06% and -1.5% respectively. The 2015-2016 dwindling oil price negatively affected the economy with a proportional impact on operational activities of businesses and customers taste and fashion, increasing organizational needs to remained competitive and retained dependable customers for profitability. The global financial crisis in the US-led to about 2.2 million jobs lost.

Empirical findings from Canada revealed that unemployment moved up from 0.6% to 7.2% in January 2009 indicating the highest level of job loss in several decades [1]. In the bid to reform the Nigeria economic and business climate the Central Bank of Nigeria 2015-2016 economic and financial policy geared towards correcting budgetary disequilibrium, financial leakages, business direct and indirect taxes, expenditure on wages, pensions and social benefits to stimulate economic and business growth.

Every sector of the Nigerian economy had its fair share of the troubles and indeed, individual companies, both blue-chip and other oil companies in the bid to remain competitive individual companies, both blue-chip and other oil companies developed and implement various business models to manage, retained loyal customers and remained competitive throughout the period of economic and financial recovery. The various models adopted and implemented generated various results and levels of impact. This study examines the various implementation measures of CRM as a business model.

2.4 CRM Implementation

Operational CRM implementation conveys various benefits to firms to include; customer satisfaction and loyalty. Strategy implementation processes for CRM include;

Table 1: CRM Model Implementation Strategies

	(1) Acquiring	(2) Maintaining	(3) Developing	(4) Reducing	(5) Terminating	(6) Blocking
Objective	Converting a non-customer into an active customer	Sustaining a cordial and profitable relationship with customers	Sustaining and improving a cordial and profitable relationship to meet customers change the taste in fashion	Reviewing factors hampering affecting effective and efficient customer relationship to profitability and Customer satisfaction	Terminating a successful transaction with a given customer	To hinder a potential customer from becoming a customer
Key Measure	Number of new customers	Customer Satisfaction	Turnover and profit increase	Optimization targets	End of business transactions	Minimizing resource spent

Mintzberg as cited in [4]

Table 2: Integrated Customer Information CRM Model (Characteristics and Benefits)

Characteristic	Benefits
A central, updated, available and accessible customer databased by all employees.	Enhanced quality customer service, loyalty and retention, and profitability.
Examination of customer data through customer segmentation and segmentation of potential customers to meet customers' changes in taste and fashion.	Customized marketing or sales campaigns. Improved campaign targeting. Produce customized products.
Customer self-service platform through web-based password access. Where customers can self-order and help themselves.	Reduced-order entry cost and customer service cost.
Potential customer identification and trailing.	Broader customer database system. Identification and trailing prospective customer
Revenue forecasting and trend analysis on performance, customer identification and training.	Better and more timely decision-making process.

The benefits of CRM to firms can be examined under two guidelines:

1. Strategic benefits; improving customer satisfaction, competitive advantage and measuring customer value, and
2. Financial benefits; increasing sales and lower costs of retaining existing customers and acquiring new customers through existing customers' satisfaction [10].

According to Bain and Company (2015) unproductive and non-resourceful CRM implementation begets failures through the organizational interpretation of CRM either as a technological-based initiative or as a customer-based initiative.

Crucial factor distressing CRM success rate in organizations include;

1. Implementation of CRM before creating a customer strategy,
2. Software application without revolutionizing organizational structure,
3. The assumption more CRM technology is better,
4. Wrong customer relationship

The success and failure of CRM are also determined by the general marketing strategy of the firm and its business to technology strategies.

[11] observed that organizations implementing CRM based on only technological strategy experience poor performance and customer loyalty while organizations with a Balanced Scorecard technology and CRM business strategy achieve greater customer satisfaction, and shareholder value increase. CRM

implementation strategy is linked with the marketing and performance strategy of the firm.

2.5 The performance measure.

The need to ascertain the performance measure of the CRM model has occupied the center stage in business and economic literature due to its relevance and model of implementation.

Empirical findings of Moorman and Rust, Shaw and Mazur; and Schultz measure CRM model performance in terms of financial and non-financial [3]. On the contrary Flapper et al., Ghalayini and Noble; Kaplan and Norton, and White, unanimously sustained that CRM performance measures should be customer based rather than financial and non-financial based.

The definitive objective of any organizational corporate strategy is customer satisfaction, appraising CRM performance in relation to customer perspective bridges the gap between corporate strategy and organizational performance [3].

Return on Relationships (ROR) is an intangible trait of business CRM performance measure in terms of long-term net financial outcome triggered by the institutionalization, retention of an organization's customer relationships, equity, service-profit, loyalty, and business profitability as CRM model performance measure [3].

Customer Management Process (CMP) a component of Balanced Scorecard focus on customer selection, acquisition, retention, and growth as a metric measure of CRM performance. The CRM Scorecard is another BSC model measuring CRM performance [12].

CRM model embraces all relationship management avenues traditional channels of (letter writing, fax,

personal and phone interaction) and call centers, service centers, Web sites, social and virtual internet communities used by organizations to interact and retained customers (Kim and Kim 2009). Payne and Frow, as cited in [13] maintained that the diverse communication avenues create massive openings for improved scope and strength of customer relationships and also pose massive challenges in managing the intricacy of such avenues in a cost-effective manner to satisfied and retained customers.

The diverse financial and non-financial performance measures recommended by various scholars to CRM validates the significance of CRM as a business competitive advantage tool. Grounded in an extensive review of related literature on CRM implementation, performance measure and firm perception and understanding.

This study embraces the [12] Balanced Scorecard (BSC) and the [14] e-CRM performance model as appropriate measures of CRM implementation, performance and benefits measures in the contemporary Nigeria business climate.

The justification for the adoption of CRM balance Scorecard is based upon its prowess of not only diagnosing and evaluating organizational performance but also serves as an organizational strategic guideline for future implementation of CRM strategies.

The CRM balanced scorecard according to [3] is undoubtedly the most effective and efficient framework of measuring and evaluating CRM performance-based. The impact of Information Technology on CRM implementation is acknowledged taking into consideration CRM and e-CRM evaluation models. The CRM performance measurement approach of this survey is the fusion of the Balanced Scorecard (BSC) and the e-CRM performance model evaluation.

2.6 Empirical Framework

[11] examined customer relationship management (CRM) on the performance of small and medium-sized enterprises (SMEs) in Mashhad. The statistical population of the study is 105 managers active in an industrial park in Mashhad. The Library method was employed for data collection. Study findings showed that there is a statistically significant relationship between CRM and SME's performance. Mozaheb et al identified technology as a fundamental factor impacting SMEs and enhancing its business competitive advantage value.

[14] examine customer relationship management (CRM) on bank growth in Nigeria. Through the first generation bank, of First Bank Nigeria Plc and new generation bank, GTB Nigeria Plc. The Pearson Product Moment correlation model was employed to

ascertain the relationship. Findings revealed a direct relationship between customer relationship management (CRM) and customer loyalty, sales volume and market share.

[15] investigates the impact of customer relationship management (CRM) on banks' performance in the south-south zone of Nigeria. The study adopted the nonparametric methodology. Employing the Spearman Rank Correlation Coefficient (SRCC) to ascertain the relationship. Findings showed a significant relationship between CRM and business performance. Customer identification and retention impact significantly on business performance.

[13] review the role of customer relationship management strategy on commercial banks' competitiveness in Kenya. Findings from the 34 out of the target population of 43 registered banks in Kenya showed a statistically significant positive linear relationship between CRM strategy and organizational competitiveness. Commercial banks and organizational competitiveness are achieved through appropriate CRM strategy practices.

3. Methodology

3.1 The survey

The study employed a survey research design. The justification is based on the source and nature of data. The data is of the primary source through the use of questionnaires.

3.2 Scope of the Study

The research time limit is 2018 and the scope is South Eastern and South Western Nigeria. The time limit is one year after the 2015-2017 economic and financial crisis in Nigeria. Within this period most businesses were on the rebuilding process. The justification is based on the Nigeria Bureau of Statistics (NBS) report, the Southeast and southwest Nigeria host a greater percentage of the companies in Nigeria.

3.3 Population

The research population is from a variety of industries; Banking and Financial Services, Insurance, Telecommunication, Retail, Manufacturing, Transportation, Pharmaceutical, Information and Technology, and Others.

The questionnaire was administered and answered through the emails of the company's human personnel office CRM expert. The company's human personnel CRM expert that responded to the questioner was contacted through the customer care service office and by phone.

The majority of the participating companies according to the NBS report are companies with the maximum turnover in Nigeria and with more than 700,000 customers and more than 2,000 employees (Table 3). To ensure high reliability and factual response 15% of

the total population was contacted and representing 80% of the respondents. The survey result belongs to 237 companies tasted. As a result, this work is based on a suitable statistical analysis of companies' CRM experts' responses.

4 Data Presentation and Analysis

Table 3. Sample Characteristics

		Frequency	Percent
Valid	Banking and Financial Services	36	15.2
	Insurance	34	14.3
	Telecommunication	32	13.5
	SMEs	17	7.2
	Manufacturing	22	9.3
	Transportation	8	3.4
	Pharmaceutical	18	7.6
	Information Technology	32	13.5
	Others	38	16.0
	Total	237	100.0

Source: Survey 2018

a. Integration of Customer Relationship Management

Table 4: Communication

Organisation	Communication				
	Telephone/ Mobile Phone	Personal Contract	Internet	Fax	Total
Banking and Financial Services	15	11	10	0	36
Insurance	17	10	6	1	34
Telecommunication	12	7	13	0	32
SMEs	1	13	3	0	18
Manufacturing	3	3	9	7	22
Transportation	0	2	6	0	8
Pharmaceutical	0	14	4	0	18
Information Technology	5	4	22	1	32
Others	6	15	13	4	38
Total	59	79	86	13	238

Sources: Survey 2018

Table 5: CRM Implementation Desirable and Effective

	Frequency	Percent	
Valid	Agree	82	34.6
	Disagree	43	18.1
	Neutral	14	5.9
	Agree Completely	52	21.9
	Disagree Completely	46	19.4
Total	237	100.0	

Sources: Survey 2018

Table 6: Issues Affecting Efficient CRM implementation

		Frequency	Percent
Valid	Agree	67	28.3
	Disagree	67	28.3
	Neutral	24	10.1
	Agree Completely	59	24.9
	Disagree Completely	20	8.4
	Total	237	100.0

Sources: Survey 2018

Table 7: Has CRM implementation spur performance

		Frequency	Percent
Valid	Agree	68	28.7
	Disagree	35	14.8
	Neutral	13	5.5
	Agree Completely	82	34.6
	Disagree Completely	39	16.5
	Total	237	100.0

Sources: Survey 2018

Table 8: CRM Companies' Competitive Advantage

		Frequency	Percent
Valid	Agree	33	13.9
	Disagree	19	8.0
	Neutral	5	2.1
	Agree Completely	129	54.4
	Disagree Completely	51	21.5
	Total	237	100.0

Sources: Survey 2018

Table 9: Correlations

		Organization	CRM Implementation Desirable and Effective	The issues Affecting Efficient CRM implementation	Has CRM implementation spur performance	CRM Impact on companies' Competitive Advantage
Organization	Pearson Correlation Sig. (2-tailed) N	1 237				
CRM Implementation Desirable and Effective	Pearson Correlation Sig. (2-tailed) N	.191** .003 237	1 237			
The issues Affecting Efficient CRM implementation	Pearson Correlation Sig. (2-tailed) N	-.083 .202 237	-.026 .690 237	1 237		
Has CRM implementation spur performance	Pearson Correlation Sig. (2-tailed) N	-.311** .000 237	-.159* .015 237	.170** .009 237	1 237	
CRM Impact on companies' Competitive Advantage	Pearson Correlation Sig. (2-tailed) N	.059 .364 237	-.090 .169 237	.104 .110 237	-.108 .096 237	1 237

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

*. Correlation is significant at the 0.05 level (2-tailed).

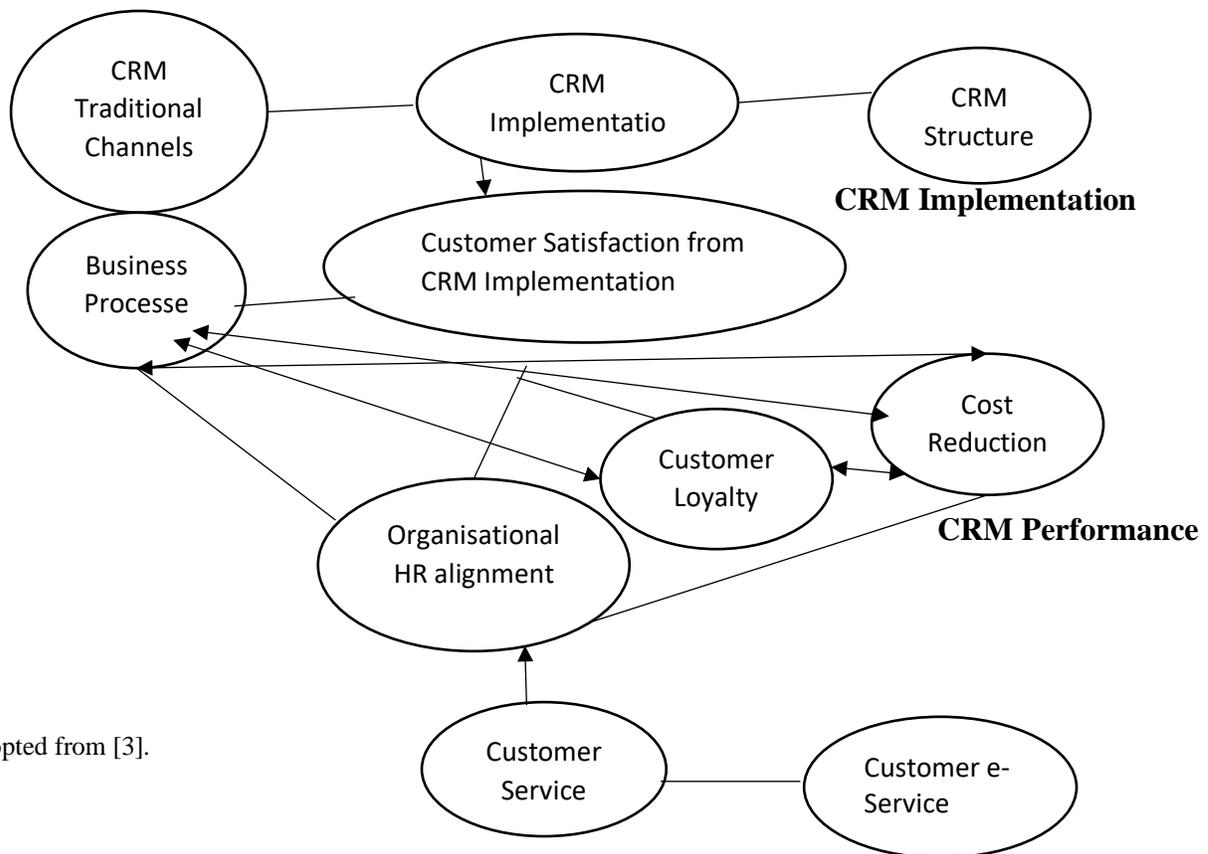
Sources: Survey 2018

4.1 Results Interpretation

Table 4 revealed that between (80% and 95%) of most companies connect with their customers through personal contact, telephone, and the Internet (social media) rather than the traditional channels. From the results reported in (table 5), on CRM implementation, it can be inferred that the percentage of companies implementing CRM scientifically at least at a medium level is between 56%-56.5% presenting a co-integrating relationship between organizational structure and technological strategy. From the result in (table 6), it can be inferred that (56.5%) believed that there are key factors hampering effective and efficient

CRM implementation in most companies instigating the high rate of failure after CRM implementation. A significant percentage of CRM experts in the studied companies established that CRM is a business strategy and also performance stimulant (63.3%) Table 7. While in (table 8) a comparable percentage maintained that CRM is a customer-based business tactic and a business comparative advantage tool (68.8%). Table 9 showed the correlation between CRM implementation and CRM performance at 0.01 and 0.05 level of significance. The CRM model is categories into two as illustrated in the table: the degree of CRM implementation in Nigeria and CRM benefits with respect to the Balanced Scorecard.

Figure I: Flow Chat of Companies’ Perceptions of CRM Model Implementation and Performance



Adopted from [3].

From the result reported above it can be inferred that “CRM Implementation” is a direct definition of companies “CRM Structure”. It is established that CRM implementation in an organization follows the other channels of personal contact, telephone, and the Internet (social media) rather than the traditional channels to facilitate its success rate. Studies companies in Nigeria are satisfied with CRM implementation in relation to the four Balanced Scorecard (BSC) perspectives of “Business

processes”, “Customer loyalty”, “cost reduction”, “Organizational and HR alignment”, “Customer service” and “Customer e-service” evaluation criteria.

The Balanced Scorecard (BSC) Perspectives Analysis

1. Companies understudied trace their business processes and superior expansions in sales and performance to customer satisfaction and loyalty through CRM implementation.

2. Customer loyalty and Operational cost reduction, customer satisfaction, retention and interaction positively and significantly related to the satisfaction companies derive from CRM Implementation through the traditional channels. Organizational and Human Resource (HR) alignment emphasis the company's sensitivities to the benefits accrue from strategic alignment and organizational culture. Organizational and Human Resource (HR) alignment is positively and significantly interrelated with the satisfaction companies derive from CRM Implementation.
3. Customer service is herein referred to as companies' assessments on the benefits of improved and more effective customer complaint management and an increase in after-sale service performance. Effective and efficient customer service is positively and significantly interrelated to "Organizational and HR alignment" and "Customer e-service". Customer e-service is herein referred to a website and companies' app support services desk. It is positively and significantly related to Customer service.

4.2 Discussion

The study findings revealed that the companies implementing the CRM model employed the model channels to connect with customer's telephone, and the Internet (social media) rather than the traditional channels of letter writing. On the other hand, the internet has become more effective and efficient in line with globalization and ICT application in business. It can be inferred there is a high internet application in CRM implementation in direct comparison to other channels. The result is a reflection of the upward trend in online purchases and sales by Nigerians. It is also evident in the upward online purchase by Greek [16].

Findings revealed that a significant percentage of CRM experts acknowledge CRM as a competitive advantage tool, and as a customer-based business tactic. The study results validate the findings of [3] in Greece.

In addition, it can be inferred that the positive relationship is traceable to the fact that companies in Nigeria and after the crisis adopt CRM to remained competitive.

[12] recommend that organizational structure facilitate CRM activities and spur profitable performance while stressing on the significant relationship between CRM structure and its implementation. Companies implementing the CRM model have not only realized the significance of CRM and its impact on their success rate but also the significance of its evaluation criteria which assess the performance of the forms.

The prime benefit of CRM is improved performance and efficiency, internally and throughout the supply chain. Gaining intrinsic and practically strict knowledge of customers' change in taste and fashion reduces cost and increases profitability.

This is strengthened in the positive relationship between "Business processes" and "Cost reduction", which has been found in this study as a profitable strategy.

Customer service and e-service on customer complaint revealed that the internet is progressively being beheld as a place to provide better service and enhanced consumer relationships.

Empirically, it is argued that a suitable website offers short response time, facilitates fast completion of a transaction, and minimizes customer effort. It justifies the positive relation between "Customer service" and "Customer e-service".

4. Conclusions

This study and its results validate the study conducted by [3] in Greece and proffer a three model recommendation to include; CRM implementation as a business strategy, Satisfaction derive through financial and non-financial performance and CRM business evaluation for future review and implementation.

This study is a remodel of [3] study in Greece to examine the competitive business climate in Nigeria. The CRM model performance and its identified benefits are consistent with the benefits of Business Processes, Customer Loyalty, Cost Reduction, Organizational and HR alignment, Customer Service and Customer e-Service.

The study findings revealed that the firms in Nigeria acknowledged the strategic role of CRM in business performance and as a competitive advantage tool. Firms are satisfied with the degree of CRM implementation under the four perspectives of BSC, supporting previous research on CRM in Greece's e-business forum.

The lack of proper integration between organizational strategy and technology strategy drives the non-profitable CRM implementation of most businesses. Findings showed that some organization implements CRM based on organizational strategy and others based on technological strategy. This study recommends the BSC model as an all-encompassing model to self-evaluate businesses and measure their performance to customers satisfaction and loyalty

5.1 Contributions

The contradictory results emanating from various firms CRM implementation, performance, and benefit models form the fulcrum of this study. It's vital to

establish whether or not studied companies in Nigeria are at home with the CRM model, its performance and success rate and perceive benefits associated with it. This study contributes through the recommendation of the CRM model on the proposition that BSC is workable in the emerging competitive business climate like Nigeria. Due to globalization and application of technology in businesses to retained, identify and satisfied customers change in taste and fashion. The CRM model also doubles as a business diagnostic tool to ascertain areas where explicit developments are necessary, and fits into overall business strategy, to build a customer-centric culture and business processes to spur profitability.

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