

**THE IMPACT OF CUSTOMER RELATIONS MANAGEMENT (CRM) ON PRODUCT  
DELIVERY AND SALE: A CASE STUDY OF SHOPRITE HOLDINGS PLC, NIGERIA.**

**OFOBIKE ADAEZE PEACE**

**MSc INTERNATIONAL BUSINESS**

**NATIONAL COLLEGE OF IRELAND**

**MSc in International Business National College of Ireland, August 2024.**

## **ABSTRACT**

This research assesses the impact of Customer Relationship Management practices on product delivery and sales performance at Shoprite Holdings PLC in Nigeria. Five dimensions of CRM like consumer interaction, information sharing, long-term customer relationship, problem-solving and usage of technology have been assessed to know its impact on product delivery and sales performance. This research has used the quantitative approach for gathering the relevant data from the randomly chosen sample size of 100 employees working in various departments of Shoprite Holdings PLC. The results also show very strong, positive correlations between all of the CRM practices investigated with business performance. Notably, long-term relationships had the most profound impact on sales efficiency since its variance was 78.3% explained by it. Mutual problem-solving activities impacted product delivery success very strongly since its variance was 67.3% explained by it. Consumer interaction and information sharing also revealed positive impacts on product delivery efficiency. While technology usage affected competitive advantage positively, its influence was relatively moderate when compared to others. It applies to the results of this paper, which show clearly the need for a holistic approach to CRM in retail. Based on this, strategies have to be long-term in their orientation and be such that they foster customer relationships and solve problems together. This study thus informs about how effective CRM is in developing markets. It holds valuable insights for retail managers as well. This research provides guidelines about how to balance technology and human-orientations, relevant in retailing practices, within their respective CRM strategies.

**Submission of Thesis and Dissertation**

**National College of Ireland**

**Research Students Declaration Form**

*(Thesis/Author Declaration Form)*

**Name:** OFOBIKE ADAEZE PEACE

**Student Number:** 22163310

**Degree for which thesis is submitted:** MSC INTERNATIONAL BUSINESS

**Material submitted for award**

- (a) I declare that the work has been composed by myself.
- (b) I declare that all verbatim extracts contained in the thesis have been distinguished by quotation marks and the sources of information specifically acknowledged.
- (c) My thesis will be included in electronic format in the College Institutional Repository NORMA (thesis reports and projects).
- (d) **Either** \*I declare that no material contained in the thesis has been used in any other submission for an academic award.

**Or** \*I declare that the following material contained in the thesis formed part of a submission for the award of MSC IN INTERNATIONAL BUSINESS

*(State the award and the awarding body and list the material below)*

**Signature of research student:** 

**Date:** 10/08/2024

National College of Ireland

Project Submission Sheet

OFOBIKE ADAEZE PEACE

Student Name: .....

22163310

Student ID: .....

MSC INTERNATIONAL BUSINESS

2023

Programme: ..... Year: .....

DISSERTATION

Module: .....

COLIN HART

Lecturer: .....

Submission Due Date: 10/08/2024

.....

Project Title: THE IMPACT OF CUSTOMER RELATIONS MANAGEMENT (CRM) ON  
PRODUCT DELIVERY AND SALE. A CASE STUDY OF SHOPRITE HOLDING  
PLC, NIGERIA

.....

19,500

Word Count: .....

I hereby certify that the information contained in this (my submission) is information pertaining to research I conducted for this project. All information other than my own contribution will be fully referenced and listed in the relevant bibliography section at the rear of the project.

**ALL** internet material must be referenced in the references section. Students are encouraged to use the Harvard Referencing Standard supplied by the Library. To use other author's written or electronic work is illegal (plagiarism) and may result in disciplinary action. Students may be required to undergo a viva (oral examination) if there is suspicion about the validity of their submitted work.

Signature:  .....

10/8/2024

Date: .....

**PLEASE READ THE FOLLOWING INSTRUCTIONS:**

1. Please attach a completed copy of this sheet to each project (including multiple copies).
2. Projects should be submitted to your Programme Coordinator.
3. **You must ensure that you retain a HARD COPY of ALL projects**, both for your own reference and in case a project is lost or mislaid. It is not sufficient to keep a copy on computer. Please do not bind projects or place in covers unless specifically requested.
4. You must ensure that all projects are submitted to your Programme Coordinator on or before the required submission date. **Late submissions will incur penalties.**
5. All projects must be submitted and passed in order to successfully complete the year. **Any project/assignment not submitted will be marked as a fail.**

<b>Office Use Only</b>	
Signature:	
Date:	
Penalty Applied (if applicable):	

## AI Acknowledgement Supplement

[Insert Module Name]

[Insert Title of your assignment]

Your Name/Student Number	Course	Date

This section is a supplement to the main assignment, to be used if AI was used in any capacity in the creation of your assignment; if you have queries about how to do this, please contact your lecturer. For an example of how to fill these sections out, please click [here](#).

### AI Acknowledgment

This section acknowledges the AI tools that were utilized in the process of completing this assignment.

Tool Name	Brief Description	Link to tool

### Description of AI Usage

This section provides a more detailed description of how the AI tools were used in the assignment. It includes information about the prompts given to the AI tool, the responses received, and how these responses were utilized or modified in the assignment. **One table should be used for each tool used.**

[Insert Tool Name]	
[Insert Description of use]	
[Insert Sample prompt]	[Insert Sample response]

### **Evidence of AI Usage**

This section includes evidence of significant prompts and responses used or generated through the AI tool. It should provide a clear understanding of the extent to which the AI tool was used in the assignment. Evidence may be attached via screenshots or text.

#### **Additional Evidence:**

[Place evidence here]

#### **Additional Evidence:**

[Place evidence here]

## Thesis Submission Form

All thesis submissions must be accompanied by a thesis submission form. The current guidelines for submission are available through the library at the following URL: <http://libguides.ncirl.ie/thesisguide>. The guidelines specific to the School of Business guidelines are listed here: <https://libguides.ncirl.ie/business>.

### Submission of Thesis to Norma Smurfit Library, National College of Ireland

Student name: OFOBIKE ADAEZE PEACE Student number: 22163310

School: NATIONAL COLLEGE OF IRELAND Course: MSCIB1

Degree to be awarded: MSC INTERNATIONAL BUSINESS

Title of Thesis:

IMPACT OF CUSTOMER RELATIONS MANAGEMENT (CRM) ON PRODUCT DELIVERY AND SALES:

A CASE STUDY OF SHOPRITE HOLDINGS PLC NIGERIA.

An electronic copy of your thesis will be lodged in the Norma Smurfit Library and will be available for consultation. This electronic copy will be accessible in NORMA <https://norma.ncirl.ie> the National College of Ireland's Institutional Repository. In accordance with normal academic library practice all theses lodged in the National College of Ireland Institutional Repository (NORMA) are made available on open access.

I agree to an electronic copy of my thesis being available for consultation within the library. I also agree to an electronic copy of my thesis being made publicly available on the National College of Ireland's Institutional Repository NORMA.

Signature of Candidate:

A 

**For completion by the School:**

The aforementioned thesis was received by \_\_



Date: 10/8/2024

This signed form must be appended to all copies of your thesis submitted to your school.

## **ACKNOWLEDGMENT**

I would like to express my deepest gratitude to my project supervisor Colin Hart, for his invaluable guidance, patience, and encouragement throughout this dissertation. Your insights and expertise have been instrumental in shaping this work, and I am immensely grateful for your unwavering support.

I am also profoundly thankful to my mother, whose love, sacrifices, and constant belief in me have been a source of strength and inspiration. To my elder brother Love Ofobike, your advice and support have been indispensable. Thank you both for being my pillars of support during this journey.

## Table of Contents

ABSTRACT.....	2
AI Acknowledgement Supplement .....	6
[Insert Module Name] .....	6
[Insert Title of your assignment] .....	6
AI Acknowledgment.....	6
Description of AI Usage .....	6
Evidence of AI Usage.....	7
Additional Evidence: .....	7
Additional Evidence: .....	7
<b>Thesis Submission Form</b> .....	8
LIST OF TABLES.....	14
LIST OF FIGURES.....	15
CHAPTER ONE .....	16
INTRODUCTION.....	16
1.1 Background .....	16
1.2 Justification for the Study .....	17
1.3 Scope and Site of the Study .....	18
1.4 Overview of the Dissertation Structure .....	19
CHAPTER TWO .....	20
LITERATURE REVIEW.....	20
2.1 Introduction.....	20
2.2 Conceptual Review and Framework .....	20
2.2.2 Customer Relationship Management Categories.....	22
2.2.3 Customer Relationship Management and Customer Knowledge Management .....	23
2.2.4 CRM and Strategies.....	24
2.2.5 CRM in Retail Context .....	25
2.3 Theatrical framework .....	26
2.3.1 Relationship Marketing Theory .....	26
2.3.2 Resource-Based View (RBV).....	26
2.3.3 Technology Acceptance Model (TAM).....	27
2.3.4 Stakeholder Theory.....	28
2.4 Empirical Review .....	28

2.4.1	CRM Implementation in Retail.....	28
2.4.2	Impact of CRM on Customer Outcomes.....	29
2.4.3	CRM and Sales Performance.....	30
2.4.4	CRM and Product Delivery.....	30
2.4.5	CRM in Omnichannel Retail.....	30
2.4.6	CRM and Emerging Technologies.....	31
2.5	Research gap.....	32
CHAPTER THREE.....		34
RESEARCH QUESTION.....		34
<b>CHAPTER FOUR.....</b>		<b>36</b>
<b>RESEARCH METHODOLOGY.....</b>		<b>36</b>
4.1	Introduction.....	36
4.2	Research Philosophy.....	36
4.3	Study Area.....	37
4.4	Research Design.....	38
4.5	Study Population.....	38
4.6	Sample Size and Sampling Technique.....	38
4.6.1.	Sampling Technique.....	38
4.6.2	Sample Size.....	39
4.7	Method of Data Collection.....	39
4.8	Reliability and Validity Tests.....	40
4.9	Pilot Study.....	41
4.10	Data analysis technique.....	41
4.11	Ethical consideration.....	41
4.12	Limitation to the Methodology.....	42
CHAPTER FIVE.....		43
FINDINGS.....		43
5.1	Introduction.....	43
5.2	Demographic Information.....	43
5.3	Findings Based on Objectives.....	47
CHAPTER SIX.....		55
DISCUSSION.....		55
6.1	Introduction.....	55

6.2	Discussion based on Objectives of the Study.....	55
6.3	Chapter Summary.....	60
CHAPTER SEVEN.....		61
CONCLUSION AND RECOMMENDATION .....		61
7.1	Conclusion .....	61
7.2	Recommendation .....	62
7.3	Suggestions for Future Research.....	63
REFERENCE.....		65
APPENDIX A.....		76

## **LIST OF TABLES**

Table 1: Regression Analysis of the effect of Consumer interaction on Product delivery efficiency.....	48
Table 2: Impact of information sharing on product delivery and sales outcomes.....	49
Table 3: Impact of Long-term customer relationships on product delivery and sales efficiency.....	50
Table 4: Effect of Joint problem-solving efforts and its customers on product delivery and sales success	52
Table 5: Impact of technology on product delivery and sales operations .....	53

## LIST OF FIGURES

Figure 1: Reliability Test .....	41
Figure 2: Gender of the respondents.....	43
Figure 3: Age of the respondents.....	44
Figure 4: Educational background of the respondents .....	45
Figure 5: Departments of the respondents .....	46
Figure 6: Years of experiment .....	46

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Background**

Customer Relationship Management (CRM) has emerged as a vital corporate strategy, especially in the retail industry, as organizations look for ways to improve customer satisfaction, customer retention and organizational effectiveness (Gazi et al., 2024). This idea originated in the 1980s with the concept of relationship marketing that replaced the view of a client as an occasional buyer, but a long-term partner (Malhotra & Agarwal, 2020). The basic assumption was that the company could cut its costs significantly if it focused on the clients it already had. Historically, these were simple systems that only documented customer interactions and preferences. Still, with the application of information technology in the mid-1990s, early CRM systems began to automate and integrate all customer-related processes (Edlund et al., 2020).

CRM has always been a response to technological advancements, as changes in consumers' behavior impact this concept. AI and machine learning are advancing CRM especially due to the possibility of engaging the client in a highly targeted and preemptive manner. These technologies seek to utilize patterns and trends in the large datasets collected to assist in the prediction of customer requirements (Reddy, 2021). Chatbot or virtual assistant helps to answer the customer questions which is time-saving and also helps the customers with their queries, thereby increasing customer satisfaction (Krishnan et al., 2022).

A second important and related emerging practice is omnichannel CRM which focuses on the synchronised interconnection of many customer communication channels that include physical stores, websites, social networks, and applications (Verhoef, 2021). It results in the customers' data storage in one place and their availability across different communication channels used by a business, thus promoting consistent and focused communication with clients. Additionally, the role of Customer Experience Management (CEM) as a strategic management approach emphasizes the improvement of every interaction that a customer has with the organisation from the beginning of their relationship until after the purchase (Hwang & Seo, 2016).

The retail sector is highly competitive and highly sensitive to change in every aspect of consumers' lives and therefore is among the sectors that would greatly benefit from proper CRM techniques. It enables retailers to acquire more insights about their customers, offer goods and services that are preferred by the customers, and work in a more optimized manner (Kumar et al., 2023). Knowledge refers to customers'



preferences, buying habits, and feedback about the products and services that the organization offers are gathered by CRM systems, which means that retailers can get considerable knowledge, garnered from customers that can be utilized to market and sell their products and services (Hossain et al., 2020).

CRM also promises better customer retention as customers are encouraged to stick with the supplier's products by offering unique experiences. Mailing lists, promotional offers, and effective customer services are some ways in which CRM can help increase the level of customer retention (Liljander & Törmälehto, 2008). Another advantage is increased operational performance, which CRM systems help achieve by eliminating the inefficiencies associated with customer orders and delivery, inventory, and customer service departments to increase operational expenses while enhancing the efficiency of the organizational functioning (Bhadkamkar et al., 2022).

Even more, effective CRM strategies facilitate sales through the discovery of opportunities for upselling and cross-selling. Direct recommendations, targeted advertisements and timely calls to action help consumers make repeat purchases or recommendations, thus increasing sales and profitability (Azizkhonovna, 2023). In a very competitive retail environment, effective customer management made possible by CRM systems may help position retail establishments away from competitors while at the same time improving customer satisfaction (Venkatesan, et al., 2022).

However, the implementation of CRM is not without its difficulties. One of the significant difficulties can be seen in the migration of data from several databases into one CRM system. Inadequate or even interrupted information can pose problems for the execution of CRM strategies (Zulyanti & Irawan, 2023). Consumption constitutes another major concern since CRM success involves the use by all the members of the organization. Employees at the Human Resources Management (HRM) end require training and encouragement to adapt to using this new CRM system, which is a core part of change management processes (Sittrop & Crosthwaite, 2021). The next challenge is customization, every company is unique and functions differently, and this has to be incorporated into the CRM as most times, it is difficult to get the right balance that is standard (Rane et al., 2023).

## **1.2 Justification for the Study**

The justification for this study is grounded in both practical and theoretical considerations, emphasizing the significant role of CRM in enhancing business outcomes, particularly in product delivery and sales.

## **Practical Justifications**

The retail industry constantly competes due to globalisation and advancements in digital commerce, thus requiring constant strategy updates. CRM systems offer vital structures on mannerisms of customer relations, which is important for customer loyalty and sales improvements (Homburg et al., 2017). Despite literature outlining the versatility of CRM in recognizing customers' preferences and enhancing marketing strategies, the literature has a research niche on analyzing its effects on SME retail businesses in developing countries. This research therefore intends to fill this research gap by focusing on the subject of the implementation of CRM in Nigerian retail SMEs given that the operational environments and resource availability are likely to affect the application of CRM. Studying this under-researched context our research may contribute to the understanding of how CRM is being adapted for similar emerging markets and may shed light on new angles of CRM usefulness in the resource-scarce business contexts.

## **Theoretical Justifications**

On a theoretical level, this research successfully fills gaps in the theoretical literature regarding the diverse consequences CRM may have on getting products across to consumers and the process of selling them. As for this present study, despite the little existing research in CRM, prior research leaned towards a mixed perspective and analysed different sections of CRM on its own without simultaneously controlling for the use of technology and operations together with the aspect of the customer relationship aspect as well as an overall framework of CRM. This research study will seek to address this gap in the existing literature by exploring how CRM not only impacts how customers are managed but also how it affects operations and technology.

### **1.3 Scope and Site of the Study**

#### **Scope of the Study**

This research aims at investigating CRM systems and the impact that they have on the delivery and sales of products in the retail sector. Specifically, it investigates several key areas: First, it looks at how CRM systems enable customer interactions which consist of personalized marketing techniques, improved customer service, and feedback on product delivery and sales, then assesses the potential capabilities of the techniques in achieving the sales goals of the firm. Second, the study examines how information sharing using CRM contributes to marketing and sales to determine the impact of CRM on the general performance and productivity of the organization as well as in the delivery of products. Third, it examines how CRM systems enable organizations to foster and maintain customer relationships and directly examines the systems' impact on repeat sales and loyalty. Fourth, the study examines how the implementation of CRM systems supports the identification of problems collectively by companies and customers and possibly,

improves product services and customer experiences. Finally, it evaluates the effects of adopting sophisticated technologies such as AI and IoT in the delivery process of CRM systems and its sales results.

### **Site of the Study**

The area of this research is a sample of cross-sectional retail firms in Nigeria. Given, Nigeria's rapidly growing economy and burgeoning retail sector, it seems a pertinent case to examine for current purposes. In the general context of Nigeria's service industry, the supermarket retail chain Shoprite Holdings PLC will be chosen as the primary subject of focus for the research (Shoprite, 2024). Based on the list of characteristics, Shoprite remains an ideal research subject that has chain store operation, large market coverage and evident CRM practices. Therefore, by concentrating on Shoprite as the respective organization, the study will be able to obtain valuable information on how leading retail organizations implement and use CRM systems.

### **1.4 Overview of the Dissertation Structure**

This dissertation is organised into six chapters, each of which focuses on a different issue associated with the goals of the research. The first chapter acts as an introduction, giving a summary of the study's history, purpose, parameters, and research location. It presents the goals and research challenge, laying the groundwork for the next chapters. The second chapter, the literature review, examines theories, models, and empirical research to examine current knowledge on sales, product distribution, and CRM. Establishing a theoretical framework and identifying gaps in existing research that the study seeks to fill are its two main goals. Clarity and context for the inquiry are provided by Chapter Three, which expounds on the research questions presented in the study. The study's methodology, including research design, methodology, and data collection strategies, is described in Chapter Four, Research Methodology. It covers sample plans, data analysis techniques, and ethical issues in addition to defending the selected methodologies, which include quantitative approaches. The results of the data analysis for the study are presented in Chapter Five, Data Analysis and Findings. It provides a thorough examination of how CRM affects Shoprite Holdings PLC's sales and product delivery in Nigeria. Results are analysed concerning the goals and study questions. Discussion, Conclusions, and Recommendations are combined in Chapter Six. It summarises the study results, makes judgements on how theory and practice should be affected, and offers doable suggestions for improving CRM tactics at Shoprite Holdings PLC and other shops. The chapter also suggests some directions for more study.

## **CHAPTER TWO**

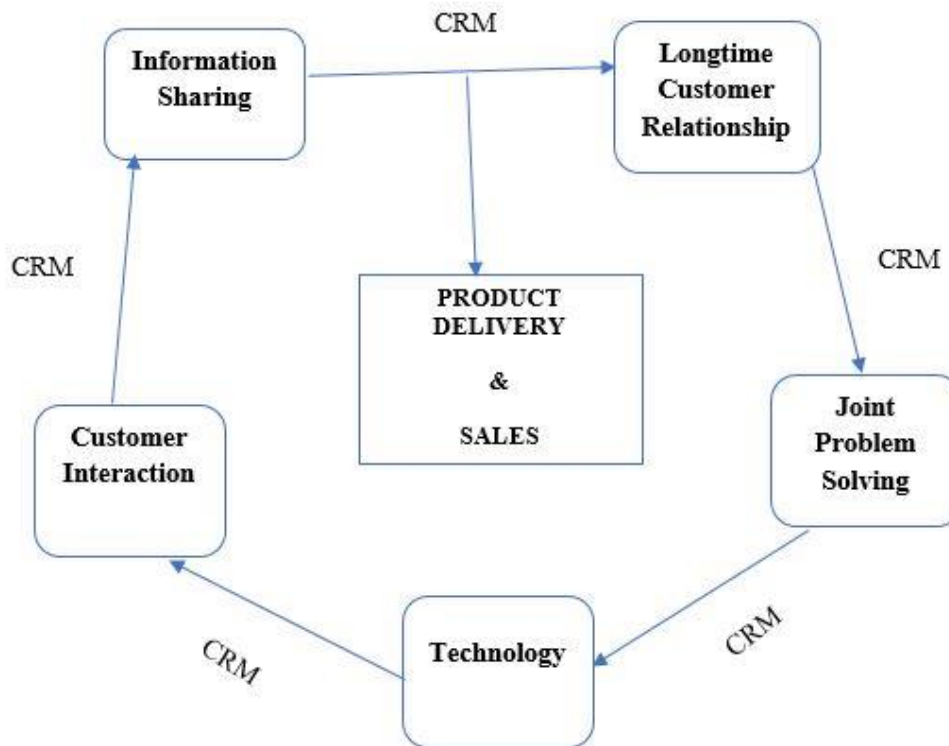
### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter offers an overview of Customer Relationship Management (CRM) by examining its conceptual foundations, strategic applications, and empirical findings in a variety of sectors. Particular attention is given to the implications of CRM for the retail industry. CRM is essential for improving organizational performance, competitive advantage, and customer interactions. To highlight significant gaps and areas that require more research, this paper synthesizes the available data on CRM techniques and their application to retail settings.

#### **2.2 Conceptual Review and Framework**

As noted by Lindgreen et al. (2020), a conceptual framework can be regarded as a research summary. Consequently, this concept serves the purpose of grounding the research in a specific framework. In this particular research, the framework will include the following CRM components: information sharing, customer interaction, long-term customer relationships, joint problem solving and technology against product sales and delivery.



**Figure 1: Conceptual Framework**

**Source: (Author, 2024)**

### **2.2.1 Customer Relationship Management (CRM)**

Kumar and Misra (2020) propose a nuanced understanding of Customer Relationship Management (CRM), delineating it into five distinct conceptualizations: from being an organized set of actions or steps used by an individual or a team to being a way of approaching, and managing, and solving a certain kind of problem. Both practices influence the way CRM is being rolled out by organizations and the general effectiveness of such strategies. The process view looks at CRM as a set of processes meant for enhancing and maintaining customer relationships that yield value. It aims for profitability and the strategic perspective considers CRM as one of the most strategic company's strategies focused on the customers. The philosophical perspective looks at CRM as an organizational culture aimed at creating long-term customer relations (Hanaysha et al., 2022). From a capability perspective, CRM is defined as the activities and knowledge required to support the creation and maintenance of such relationships in firms.

On the other hand, Venkatesan et al. (2022) propose having a broader definition of CRM, where it is defined as "the deliberate and company-wide activity of choosing customer segments that a firm can profitably serve and managing the firm's relationships with these customers, to maximize current and future customer value" (p. 5). This definition builds on the fact that CRM is a strategic management method that is aimed at obtaining the highest value for the client.

However, some research has shown that CRM as an idea is practiced poorly in some organizations. Analyzing the literature, Deshmukh et al. (2020) found that more than half of the CRM projects are a failure, which means that the intended CRM projects did not accomplish the set goals. This failure is blamed on ill-defined objectives, technology dependency and lack of organizational accommodation. Such challenges point out the fact that the implementation of CRM views into operation strategic business practices within organizations has always been challenging.

### **2.2.2 Customer Relationship Management Categories**

As suggested by Navarro et al. (2022), the CRM application framework should comprise both operational technologies, or transaction-oriented business process management, and analytical technologies, or data mart-centered business performance management. In addition, the organization needs to meet the engagement requirement of its customers through multiple touch points using many forms of collaborative tools. A balanced CRM strategy requires the implementation of all three sides of the CRM equation to construct the CRM framework. CRM can be classified into three types:

**Operational CRM:** The objective is to integrate and deploy those firm processes which are otherwise vertically integrated processes such as customer interfaces, sale points, accounts/Enterprise Resource planning, and legacy systems (Tabim et al., 2021). Some of the most popular uses of CRM are related to channel automation, call centre automation, sales automation, marketing automation, and proposal generation. Operational CRM calls for technologies that directly relate to the customers, including sales force automation to link the front, back, and mobile offices besides enterprise marketing automation, and customer care support (Osterrieder, 2021). Operational CRM reflects the integration with finance and Human Resource in Enterprise Resource Planning (ERP), offering full-cycle services from lead to order managing (Navarro et al., 2022).

**Analytical CRM:** It is a strategic approach in which business organizations define customer data, access data, and develop and implement strategies to benefit both the business and the customers (Khan et al., 2020). CRM analytics can therefore be defined as all software applications that process and provide information on customers of a company to enable management to make better and faster business decisions. Today, most organizations have stored and maintained a massive stock of information regarding their

suppliers, customers, and business associates (Navarro et al., 2022). The ability to find value in data meanings and extract meaningful and valuable information makes the difference for a progressive and successful enterprise. This involves collecting, retrieving, selecting, transforming, managing, and interpreting data about the client for the corporate user. Among other things, the goal of these technologies is to make customer preference, attitude, and behaviour inferences. They enable corporate customer service managers to categorise and assess their clients as a strategic tool for competitive advantage (Annarelli et al., 2020). Such a process demands that an organisation implement a customer intelligence management framework.

**Collaborative CRM:** Collaborative CRM is about the systematic combination of methods and systems to support business processes inside as well as among companies in marketing and managing customer and partner relationships designed to create and sustain profitable business networks (Sarathy, 2022). In this case, it further improves visibility relating to corporate activities such as sales, service, marketing, and product development for better customer support. Some of them include partner relationship management (PRM) software, portals and partners' consumer interaction centres (CIC), and partners' e-communities (Udeh et al., 2024). Integrated CRM establishes the customer relationship system's different interfaces for direct customer engagement and supports cooperation among workers and interfaces. It is centred on generating long-term business with customers by identifying their worth in repeat business past the first sale. This approach provides a convenient way of working with customer data and communication with other internal employees or divisions, mobile salesforces, partners, customers and so on (Whitburn et al., 2020). In sum, the collaborative CRM enhances and diversifies customer service quality, customer satisfaction, and customer loyalty across such departments as the sales department, the technical support department, and the marketing department (Khatoon & Rehman, 2021).

### **2.2.3 Customer Relationship Management and Customer Knowledge Management**

Managing customer knowledge is crucial for small and medium enterprises (SMEs), which rely on two strategic resources: Customer knowledge management (CKM) and customer orientation (CO) (Fidel et al., 2018). Several authors have noted that Customer Orientation and Innovation Orientation (IO) are related while Fidel et al, note that IO can positively influence CKM and firm marketing outcomes. Customer interaction and innovation sensitivity are considered crucial for improving business performance as a result of better customer insight (Fidel et al., 2016). CKM is also identified as the resource, which has the strongest positive relationship with the marketing operations of the firm, greater than Innovation Orientation, for Castagna et al. (2020) and Fidel et al. (2016), enhancing the arguments for the integration and the synchronised processes in the accumulation and use of customer knowledge.

As a result of these global competitive challenges, firms are directing their attention to the management of customer relations to maintain and increase revenues (Gomez, Cadogan, & Cullen, 2020). As a result, organisational modelling has focused on customer-centered orientations as key tenets of contemporary relationship marketing (Hamid et al., 2022). Some of the aspects stressed in relationship marketing include the development of long-term business customer relations through constant enhancement of the quality of customer service as it greatly influences customer satisfaction according to Mandal (2020). In the current world, leading organizations employ CRM software systems to capture and analyze customers' data through the application of IT support to improve customer relations (Batista et al., 2018). The last of the customer-orientated marketing elements is customization, which is possible by the development of CRM systems and their specific modifications to the customer's needs.

In the present context, CRM is a dominant tool in accomplishing and optimizing customer knowledge for managing purchase-related experiences, and revenue generation and in increasing the overall level of profitability (AlQershi et al., 2020; Diah et al., 2020). This is regarded as a competitive strategy aimed at scouting, acquiring, nurturing, and maintaining strong customer relationships to increase customer loyalty (AlQershi et al., 2020; Diah et al., 2020). It has been observed that effective organisations employ the most profitable customers through usable CRM plans backed by customer databases and mass customisation tools (Batista et al., 2018). Thus, the integration of CRM with CKM underlines its significance for updating and utilising customers' knowledge for constant successful company functioning (AlQershi et al., 2020; Diah et al., 2020).

#### **2.2.4 CRM and Strategies**

According to Mau et al (2018), CRM strategy entails using value to influence customer communications to align them with the organization's goals of promoting loyalty among the target consumers. Indeed, organizations have positively transformed the ways they interact with their clients and realized their goals with the help of CRM. The primary purpose of CRM is customer retention and satisfaction derived from appropriate analysis of data and information regarding customers, which leads to the improvement of the firms' competitiveness on the international level (Soltani et al., 2018). It is possible to adopt CRM strategies that integrate these aspects as the organizations' personnel, processes, and technology work in harmony to achieve this goal according to Byukusenge & Munene (2017).

CRM strategies are implemented based on the practices of customer relationship management and customer orientation as several scholars have pointed out. Customer interaction and customer loyalty are central measures in the assessment of the efficiency of CRM (Anees et al., 2020). Thus, the increase in customer



retention and loyalty depends on the intensification of their relations because corporate strategies focused on customer retention also impact cost reduction (Boadu & Achiaa, 2019). These CRM processes help insurance firms to carry out customer-oriented activities, and solid customer relations, which are boosted by effective communication due to advancements in technology (Anees et al., 2020; Hardjono & San, 2017).

Analyzing the need for CRM practices in competitive environments, it is stated that the practices in question contribute to the creation of satisfied and loyal customers, as well as organizational development (Thaichon et al., 2019). Strategic CRM approaches enhance the banks by improving customer loyalty, satisfaction, efficiency, revenue, and organizational performance (Ackah & Agboyi, 2018). Nonetheless, some advantages exist when it comes to the identification of bank fraud which is still a significant issue.

The appointment of service personnel for clients, information processing and control, CRM tools, and techniques all help to determine customer loyalty levels and the rate of sales increase (Chetioui et al., 2017). Finally, research has always revealed that customer acquisition and retention with banking organizations require efficient and effective customer-focused services (Hafeez et al., 2018). Customers who are effectively served by service staff that meet their needs help in customer retention and organizational growth (Qi et al., 2020; Thaichon et al., 2019).

### **2.2.5 CRM in Retail Context**

The retail industry especially emphasizes CRM because of the various and direct interactions between the company and its customers. Çakiroğlu and Çengel's (2020) retail customer experience management framework includes all the retail mix components, although in this framework, CRM has a theoretical perspective. This framework thus brings out the notion that it is possible to manage the whole journey of the customer to improve their level of satisfaction and thus improve their loyalty. Omnichannel retailing is another type of retail CRM, defined by Verhoef et al. (2015), where retailing is done using multiple channels where channels and touchpoints have to be managed and coordinated. Such a model requires the integration of data across the customer touch points in a manner that creates a harmonious environment for the customer (Pantano & Milena, 2015).

Intelligent and self-learning capabilities have emerged as a key feature of the newer forms of retail CRM offering customized customer experiences and experiences (Mishra, 2018; Grewal et al., 2017). Moreover, loyalty programs that are not based on traditional methods but incorporate sophisticated analysis of the customer database affect the enhancement of customer retention (Kumar & Reinartz, 2018). The use of social CRM initiatives with the help of which organizations interact with the customers and capture

feedback, has also become integrated (Alalwan et al., 2017). Moreover, mobile CRM techniques are more significant as the customer is now relying more on mobile devices for shopping (Shankar et al., 2016).

Nevertheless, the discussed sophisticated CRM strategic approaches must consider the following ethical questions such as data privacy and data protection (Quach et al., 2022). These global trends present major challenges in developing markets such as Nigeria, where there is low rigidity in technology and people's technological literacy differs from those in the developed countries as they call for adjustments in CRM delivery. Consequently, the objectives of this study are as follows: To identify how these aspects of CRM apply in the Nigerian retail context especially when examining Shoprite's operations to help fill the gap in accurate understanding of CRM in more complex retail context. Thus, analysing Shoprite's business cases, this research aims to enhance the knowledge of effective CRM implementations in the developing markets category.

## **2.3 Theatrical framework**

### **2.3.1 Relationship Marketing Theory**

In CRM, a key theoretical model that originated from Berry (1983) and was later expanded by Grönroos (1994) is known as the Relationship Marketing Theory (RMT). According to this theory, the idea is to establish relationships that will endure with the customers, against fixing individual deals. Although RMT gives sound grounds for applying CRM in retail, it is not without some issues. Harmeling et al. (2016) noted that examining the existing body of research, the overall positive effect of relationship marketing on performance is obvious; however, the variation of its effectiveness across contexts and relationship marketing strategies is substantial.

The effect of RMT on the applicability of particular elements of RMT within the characteristics of retail shops is expressed, in a study conducted by Gil-Saura et al. (2019), the authors point out that not all customers are looking for long-term relationships with retailers especially in transactional retailing. This implies that generality in relationship marketing within retail may not be useful. Additionally, due to the increase in e-commerce, and the concept of omnichannel retailing, RMT becomes a bit unclear. Portes et al. (2020) also admit that creating relationships with business partners in electronic networks that capture face-to-face communication and raise the level of abased price transparency is not easy.

### **2.3.2 Resource-Based View (RBV)**

The Resource-Based view developed by Barney (1991) explained that firms can attain sustainable competitive advantage with the help of deploying valuable, rare, inimitable and non-substitutable resources.

In the case of the current context which embraces CRM, the customer relationships besides the ability to manage these relationships might be considered strategic resources. Thus, as an argument in favour of investing in CRM capabilities, the RBV is rather persuasive, however, its practical use in the context of the rapidly evolving environment of retail, as it was mentioned above, is not without problems. Concurring with Ilmudeen (2021), it was highlighted that, sustaining competitive advantage from IT-enabled firm capabilities such as CRM systems proves demanding because of the dynamic and fast-changing environment filled with technological advancement and imitation rivalry from like-minded players.

However, the RBV has been criticised for the all-resources view being locked-in/static and not being able to measure the 'flow' or dynamics of competitive spaces (Chumphong et al., 2020). Referring to Retail CRM, this factor is rather crucial since the field is rather innovative and highly sensitive to changes in technology as well as in the buyers' attitudes.

### **2.3.3 Technology Acceptance Model (TAM)**

One of the most useful models, which sheds a lot of light on the factors that affect the adoption and usage of innovative technologies, is the Technology Acceptance Model developed by Fred D. Davis in 1989. TAM brings certain benefits when applied to the field of CRM in retailing organizations where technology has become a key component of competing; the concept aids in providing information regarding adoption problems and drivers.

According to TAM, perceived usefulness and perceived ease of use are cardinal influences on an individual's behavioural intention toward a technology. It has been used widely in the field of information systems to forecast the acceptance levels as well as the actions of users. That is why its application to complex, enterprise-wide, and comprehensive systems, for example, CRM has been a subject of criticism concerning the oversimplified picture of the adoption. Academics such as Perez-Vega et al. (2022) propose that this way, TAM is not sensitive to the various dimensions of the CRM adoption process, including the organizational cultural ones.

Here CRM is not just a mere adoption of technology by the specific; it involves enormous cultural changes among retail firms. Some of the challenges retailers may experience include: the following areas: how the firm ensures that the CRM is integrated with the existing systems, attaining process alignment across the departments of the firm, and the issue of culture to support customer-centre firm strategies. Although the presented issues relate to organizations, these organizational difficulties cannot be solved with the help of the traditional TAM model that targets acceptance on an individual level.

However, Chen et al. (2021) stress that the original TAM can be limited to explain the organisations' CRM adoption. Elements such as top management support, personnel training, organizational readiness, and perceived benefits of CRM implementations to the whole firm are some of the factors that define success in CRM implementations in retail firms. These factors do not relate solely to perceived usefulness and ease of use; therefore they are demanding additional perspective on the graduated acceptance of CRM in large-scale organizations.

#### **2.3.4 Stakeholder Theory**

One of the most significant theories that can be applied to the field of CRM in retail environments is the Stakeholder Theory that has been defined by Hannan and Freeman in 1984. Stakeholder Theory is similar to the Shareholder Theory in the sense that it states that the main objective of businesses should be to maximize stakeholders' value. This can expand CRM strategies and how they are implemented since it looks at relationships with employees, suppliers, the local community, and other stakeholders in addition to the firm and its respective customers.

Failure to integrate Stakeholder Theory into CRM in retail results in adopting a limited perspective. Calza et al. (2023) support the idea of stakeholder orientation in relationship marketing, pointing to the fact that CRM agendas should also take into consideration the contribution of the stakeholders. It can contribute to the development of more effective and lasting partnerships with all relation players and result in more beneficial cooperation, commitment, and reinforcement from different groups for the retail organization.

However, as seen in this paper the management of the interests of multiple stakeholders within CRM strategies raises several pertinent questions. It is recalled that self-interested behaviour by stakeholders may make decision-making and business strategy formulation a thorny affair (Bongo & Sy, 2023). For instance, when redesigning the CRM process to improve satisfaction levels, then it may sometimes conflict with suppliers' or employees' conditions of work. Hence, conflicts of interest have to be managed wisely by the retail organizations to seek a win-win solution to the satisfaction of all stakeholders.

### **2.4 Empirical Review**

#### **2.4.1 CRM Implementation in Retail**

The relevant literature has explored the impact of CRM mainly in a retail setting. In a relevant review, Jabado and Jallouli (2024) presented a systematic review of the CRM implementation regarding different industries which involve the retail sector as well. Thus, they noted that the key factor in effective CRM implementation is the understanding and management of technologies are offset by organizational factors including culture, structure, and processes. However, they observed that most of the firm fails to attain this

balance as most of them concentrate and buy different technologies forgetting organizational and strategic aspects.

Dahab et al. (2023) provided an empirical study focusing on the retail industry and the implementation of CRM with an emphasis on luxury retailing. They reported that despite organizations' widespread implementation of CRM technologies, the adoption was mostly characterized by narrow applications of the basic CRM capabilities including customer data management and categorization. Less developed and frequently used applications involved operations such as the predictive analysis for targeted marketing. This points to the fact that the potential for the use of CRM is not synchronizing with the actual usage of it in retail contexts.

#### **2.4.2 Impact of CRM on Customer Outcomes**

Several works have been devoted to the analysis of the effects of CRM on customer-related performance in the context of the retail industry. In a longitudinal study in the context of a retail environment, Gazi et al. (2024) determined that affective commitment and perceptions of customer relations have positive effects on customers' retention and customer share growth. Yet, the study demonstrated that CRM tools, namely loyalty programs, barely influenced customer retention and did not affect customer share development to the extent that was expected and believed among the firms applying these CRM instruments.

In another study carried out a few years back but relevant to this, Khan et al., (2020) in their conducted analysis looked at the effect of CRM on customer loyalty specifically in retail banking. To their surprise, they also discovered that CRM practices had a positive impact on customers' satisfaction and their level of trust and therefore on their loyalty. They also found that CRM was effective in building customer loyalty but they pointed out that this was contingency by customer value which means that probably CRM may have to be done segment-wise.

Kumar and Mokha's (2022) research work measures the role of E-CRM on Customer Loyalty with the mediating variable of Customer Satisfaction in the context of the Banking Industry. Consequently, the study established that E-CRM and customer satisfaction influenced the customers' loyalty and customer satisfaction partly explains the extent to which E-CRM affects customer loyalty.

Magatef et al. (2023) examined the effects of e-CRM strategies (functional and personal dimensions) on the customer loyalty level in the Jordanian telecommunication industry. A functional dimension was a key determinant of the customer loyalty levels and contributed positively to it while the personal dimension produced an opposite effect on customer loyalty. Nevertheless, the functional as well as the personal

dimension had a statistically significant impact on perceived CRM quality since it had a positive influence on customer loyalty. It means that the functional dimension had an indirect effect on customer loyalty; the improvement of the CRM quality has influenced the relationship between the personal dimension and customer loyalty as well.

### **2.4.3 CRM and Sales Performance**

Extensive literature lays down empirical research and analysis touching on CRM's effect on sales performance. Menidjel and Khattak (2020) also supported the cross-industry study of the perceptual and objective company performance with the help of CRM processes and their implementation among retail firms, where it has been identified that there is a positive relationship between them. But they qualified this by pointing out that the impact was stronger at the initiation of the relationship with the customer than at the maintenance phase, they confirmed the view that CRM is most effective where new customers are being recruited rather than where the organisation is striving to keep old ones.

Ahmad et al. (2021) investigated the role and effectiveness of CRM in the retail business with an aim of sales performance bearing in mind that it is a business-to-business relationship. About the effects CRM practices like customer knowledge management and technology-based CRM have on sales performance, they discovered that there were gains. They also mentioned that the success of CRM is dependent on the cultural context and thus emphasised a need to customise CRM strategies for culture.

### **2.4.4 CRM and Product Delivery**

The effect of CRM on product delivery in the context of retailing has been less explored in the empirical literature as compared to its effect on customer relationships and sales. However, some studies have looked at related aspects. San et al. (2020) explored the relationship between order fulfilment service quality and customer satisfaction in the online retailing context. Order fulfilment performance was identified as a key factor having a strong impact on the dimension of customer satisfaction and repurchase intention, which in turn presents a relationship between delivery processes and customer relationship consequences.

In a more CRM-oriented literature, Kumar and Misra (2020) investigated how CRM influences customer awareness and customer satisfaction in the retailing industry as well as in other industries. They discovered that the use of CRM applications was positively related to the enhancement of customer knowledge in addition to customer satisfaction. However, this study did not seek to measure product delivery performance. Hence, increased customer knowledge could be translated to better means of product delivery.

### **2.4.5 CRM in Omnichannel Retail**

Omni channel retailing is one of the major factors that have influenced the evolution of the advanced techniques of CRM. The concept of Omni channel retailing describes the utmost focus on achieving customer value through structure and collaboration of a range of inter-connected shopping touch-points: the physical store, the internet, applications on portable devices, and the social web (Verhoef et al., 2015). The distorting of the multiple channels has resulted in changes in CRM strategies and technologies to facilitate customer interaction at these various points.

The article by Huang (2021) includes a literature review of the concept of omnichannel retailing pointing to the fact that there is a need for integrated CRM that would be able to manage customer relations in multiple channels. He points out that while omnichannel strategies can add value to customer experience and an organization's sales performance, they also offer several problems concerning data synchronization and standardization of customer care services.

In an empirical analysis aimed at establishing the effects of omnichannel retailing, Gao et al. (2021) determined that channel integration was positively associated with the firm's sales growth rate. They contended that it is possible to enhance the customer experience on the channels of communication through CRM practices and thus channel integration results in better performance on sales. However, they also asserted that the intensity of these benefits may be due to the firm channel founding and market characteristics.

#### **2.4.6 CRM and Emerging Technologies**

Some of the other recent empirical research that has been undertaken in the literature has also focused on analyzing the effects of new media technologies on implementing CRM in retail business. Zimmermann et al. (2022) discuss the opportunities of the Internet of Things (IoT), augmented reality and artificial intelligence in retailing. They claim that these technologies may improve CRM by providing better context and thus better targeting of the customers. However, they also recall that the efficient operationalization of these technologies entails enormous costs and organizational transformations.

In a study done on the application of AI in the field of CRM, Davenport, Almahairah et al (2022) look at how organisations particularly the retail sector are deploying AI in their interaction with customers. As indicated, they learnt that even though AI has the capability of drastically improving CRM capabilities, its application in the current world is restricted to a few uses, including chatbots and recommendation systems. They continue to posit that the potential of AI in CRM needs to be maximized and to do this there are key issues that have to be addressed including the quality of data used transparency of the algorithms that are used and privacy.

## 2.5 Research gap

The analysis of the literature available on Customer Relationship Management (CRM) revealed several key issues that are also objectives of the study. Firstly, despite a consensus that CRM is a vital way to improve customer relations and the organization's performance, the implementation of the strategy in organizations is not perfect. Deshmukh et al. (2020) noted that about 60% of CRM initiatives do not achieve the intended outcomes because of aims' vagueness, overreliance on technology, and insufficiency of organisational adjustments. Thus, there is a concern for enhanced and more focused research concerning the implementation of interventions while seeking to come up with better frameworks for overcoming these challenges. Secondly, CRM literature mostly abstracts technical and analytical aspects of CRM like operational and analytical CRM, but very limited research is found concerning the integration of collaborative CRM that is used to address cooperation and communication both internally and cross-functionally within and between organizations (Sarathy, 2022). Indeed, there seems to be a void in the scholarly literature that would require future investigations into the advantages as well as recommendations for the approach toward building the capacity of collaborative CRM for long-term business partnerships.

Furthermore, the retail industry has its own set of peculiar difficulties and complications, especially in light of the growth of omnichannel commerce, which calls for a CRM strategy that is more centralised and technology-focused (Verhoef, Kannan, & Inman, 2015). However, little study has been done on how retail companies may best integrate CRM strategies across different consumer touchpoints to maximise customer performance and experience. Moreover, little research has been done on the actual use of the Resource-Based View (RBV), despite its theoretical foundations for comprehending CRM's function in gaining competitive advantage in the rapidly changing retail environment (Ilmudeen, 2021). Furthermore, it has been noted that the Technology Acceptance Model (TAM) oversimplifies technology acceptance and ignores organisational and cultural factors that are essential for CRM effectiveness in retail environments (Chen et al., 2021). Accordingly, more thorough models incorporating elements such as organisational preparedness, backing from upper management, and advantages felt by the company as a whole have to be explored in future research. Ultimately, although CRM has been shown to have a positive influence on customer outcomes like loyalty and retention, its benefits in other important areas like sales performance and product delivery in retail contexts have not been empirically supported (Menidjel & Khattak, 2020; San et al., 2020). A more comprehensive grasp of CRM's capabilities and constraints for improving many facets of retail business performance may result from filling up these gaps.

Although, this study intends to fill the gaps found in the literature on CRM implementation in developing markets; more specifically in Nigerian retail SMEs, it is necessary for this research to be conducted in a specific organizational setting. Thus, selecting Shoprite Holdings as a case study of this research because



of the following reasons: Shoprite is currently Africa's largest food retailer also with considerable exposure to Nigeria, and it combines the multinational strategy with a high degree of local orientation (White and Van Dongen, 2017). Recent experience of the company in the context of the Nigerian market and its plans announced in 2020 to sell business in the country as well as restructuring activities that followed create a tempting background for investigating CRM strategies in the context of an unfriendly and competitively changing retail environment (Adedeji, 2021). Consequently, investigating how Shoprite has faced the strain and resources within Nigeria's retail industry demonstrates a promising candidate to decipher the nature of CRM's potentiality and challenge working with CRM, Shoprite has faced the strain and resources within Nigeria's retail industry, making it an optimum candidate to establish the methodology of CRM and its challenges in emerging markets. Since this study is contingent on Shoprite, it is hoped that the findings of this research can present a study of Shoprite which is decidedly Nigeria-centric but can add to the understanding of other multinationals in similar developing markets.

Due to its prominent position in the Nigerian retail industry, Shoprite Holdings PLC has been chosen as the study's focal point. This presents a strong argument for looking at CRM techniques in the context of emerging markets. Shoprite, one of the biggest retail chains in Africa with a significant presence in Nigeria, offers a perfect setting for examining the use and results of CRM tactics in various retail contexts (Statista, 2022). The firm operates in many shop formats and locations across Nigeria, making it possible to conduct a thorough examination of the coordination and adaptation of CRM activities in different contexts.

Furthermore, Shoprite is a great topic for researching the potential and difficulties of implementing CRM in a rising market because to its significant expenditures in technology, including CRM systems. More so, Shoprite's expanding omnichannel presence which includes both physical locations and online endeavors provides insightful information on CRM tactics in a changing retail environment (Shoprite, 2024). In order to fill in the research gaps that have been discovered and advance knowledge of CRM adoption in developing market retail environments, this case study attempts to provide insightful information.

## **CHAPTER THREE**

### **RESEARCH QUESTION**

The foregoing literature review seems to demonstrate that there is little understanding of the relationship between CRM practices and their effects on product delivery and sales performance. The current research thus seeks to explore the impact of CRM on these two elements (product delivery and sales). In doing so, it will focus specifically on a company called Shoprite Holdings PLC, Nigeria, as a case study in this regard. This review highlighted several key aspects of CRM that warrant further investigation in these contexts:

1. **Customer Interaction:** Although the literature highlights the value of customer involvement in CRM (Gulfraz et al., 2022), little research has been done on how it specifically affects product delivery and sales in emerging economies.
2. **Information Sharing:** Research has demonstrated the importance of information sharing in CRM (Kumar et al., 2018), but more needs to be done to understand how it might enhance sales and product delivery in retail environments like Nigeria.
3. **Long-term Customer ties:** Although the relationship marketing theory emphasises the need of establishing enduring ties with customers (Guerola-Navarro et al., 2021), further research is needed to fully understand how this theory applies and what impact it has in developing market retail environments.
4. **Joint Problem-Solving:** According to Claro and Ramos (2018), collaborative methods to CRM, such as joint problem-solving with customers, have been recognised as an area that needs more investigation. Additional research is required due to the influence this factor has on retail sales performance and product delivery.
5. **Technology in CRM:** Although Mekhum and Rajabhat (2020) have extensively documented the importance of technology in CRM, a more thorough analysis of how technology specifically improves product delivery and sales operations in developing market retail contexts is necessary.

Furthermore, this research, which is entitled *The Impact of Customer Relationship Management on Product Delivery and Sales: A Case Study of Shoprite Holdings PLC, Nigeria* seeks to answer the following sub-questions:

1. How does consumer interaction at Shoprite Holdings PLC, Nigeria influence product delivery and sales performance?

2. What is the impact of information sharing within Shoprite Holdings PLC, Nigeria on product delivery and sales outcomes?
3. How do long-term customer relationships at Shoprite Holdings PLC, Nigeria affect product delivery and sales efficiency?
4. What is the significance of joint problem-solving efforts between Shoprite Holdings PLC, Nigeria and its customers on product delivery and sales success?
5. What role does technology play in enhancing product delivery and sales operations at Shoprite Holdings PLC, Nigeria?

Addressing these gaps will provide insights into optimizing CRM strategies tailored to enhance operational efficiency and customer satisfaction in the retail sector in Nigeria.

## **CHAPTER FOUR**

### **RESEARCH METHODOLOGY**

#### **4.1 Introduction**

In this chapter, the research methods employed are extensively explained to gather information and data. These include research philosophy, the study population, study location, research design, sample size and procedure, data collection method, validity and reliability testing, data processing strategies, and ethical issues. The rationale for the study is to provide a comprehensive, fair, non-biased, systematic, and augmented examination of how CRM has an effect on sales and product delivery, the aforementioned methodology allows for such an array of statistical and analytical methods to be used in order to methodically and rigorously capture the trends.

#### **4.2 Research Philosophy**

Research philosophy is a paradigm that defines how research is to be done and the view of reality and knowledge acquisition where the research act belongs (Khatri, 2020). The research philosophy that is applicable to this study is positivism. Positivism is based among others on the epistemology postulates of objectivity; it postulates that reality is fixed and can be objectively studied and recorded (Omodan, 2022). It places much importance on observation and measurement as a way of obtaining data. From the positivism paradigm, it is possible to state that scientific techniques are used to analyse social occurrences, always thinking about objectivity, measurability and reproducibility of the results (Omodan, 2022).

Using positivism is pertinent in this research since it enables the measurement of the CRM practices' impact and the organisation's performance. In order to uncover basic causes and study findings that would be valid for other samples of participants, this study employs structure instruments and statistical analyses. This approach is also consistent with the objectives of studying the tangible utilitarian benefits of CRM in terms of enhancing the effectiveness of product delivery and incrementing retail sales.

Likewise, interpretivism aims at discovering the purposeful constructions of the world through understanding the aim and purpose of the phenomenon in question and appreciates the use of such techniques as questionnaires, interviews, and case studies, to capture users' perceptions and experiences (Burns et al., 2022). For the interpretivists, the world is built through shared perceptions, and as a result, it is relative and may change with time and between societies. This philosophy offers a rich understanding of the social and cultural processes and stresses the context and subjective interpretation given by people.

However, due to the contingent environment nature of interpretive research, often the generalization of results might be a challenge, and the inherent subjectivity might lead to biases; which might have an overall inclination to lessen the perceived reliability and validity of the generated insights (Burns et al., 2022).

More so, realism embraces the part of objectivity and the part of subjectivity admitting that both quantitative and qualitative data sources contribute to the knowledge's construction (Elder-Vass, 2020). Realists are of the opinion that reality is out there though not seen as it really is due to human perception. This research strategy is a joint of positivism and interpretivism and has the advantage of being able to suit all types of questions that may be asked in research. However, realism can be criticised for having no fixed methodological orientation and may suffer from an issue in handling the topic of study's subjectivity and objectivity appropriately (Willis, 2022).

### **4.3 Study Area**

The economy of Nigeria is the largest economy in Africa, it embraces some of the following; oil and gas, telecommunications, agriculture, and retail (Statista, 2022). The retail industry has proven to be very active with reasonable annual growth rates in Nigeria over the last decade due to factors such as the growing middle-income earners, population, urbanization, and improving consumer expenditure. The economic environment outlined above is useful in explaining the environment in which Shoprite operates as a retail store. This is especially so because Shoprite is not just any retail chain, but one that has been dominant in the market since its establishment, as it is realized that the Nigeria arm of the company plays a significant role in determining retail trends and consumers' expectations in Nigeria.

In fact, the demographic characteristics of Nigeria as described by the Central Intelligence Agency (2022) are that its population's median age is approximately 18 years. This young population is properly connected with technology and mobile internet and has a completely different attitude toward the shopping experience. Linguistic and other cultural diversities exist in Nigeria and are home to over 250 groups and dialects that affect consumer behaviour and marketing communication.

The structure of the retail sector of Nigeria involves traditional retailing systems like open-air markets, informal retailing businesses, and modern retailers. Shoprite Holdings PLC came into Nigeria active in the year 2005 and has grown its outlets throughout the country. Currently, Shoprite is a chain store which is a large retailer in Nigeria; it provides various products, pocket-friendly prices, and quality services (Shoprite, 2024). Thus, investment in developing the infrastructure, supply chain management as well as customer service makes the company an ideal candidate for studying the impact of CRM on improving product delivery and especially sales. This observation is true when we look at the location of Shoprite outlets in

major cities like Lagos, Abuja, and Port Harcourt among others to show that the structure of retailing is gradually transforming in Nigeria. However, the study will only be conducted at the Lagos branch where there is a difference in customers' preferences as well as different operational strategies of the branches, which creates a entails a good ground for comparing the efficiency of the CRM systems.

#### **4.4 Research Design**

The study utilise a quantitative methodology to investigate the effects of Customer Relations Management (CRM) on sales and product delivery at Shoprite Holdings PLC, located in Nigeria. In order to methodically and impartially answer the research questions, this strategy was centered on gathering and evaluating numerical data.

#### **4.5 Study Population**

The study subjects included 100 participants who were employees of Shoprite Holdings PLC in Nigeria only. This population is well chosen in order to give a clear effect of the CRM on delivering and selling products in the retail giant. The participants consist of employees from 4 departments; 24 from sales department, 30 from customer service department, 28 from operation department, and 18 individuals from marketing department. The roles of these employees are confined to customer service, sales, and product delivery, which provide an internal perspective of CRM practices, implementation difficulties and impact on the final sales and product delivery. The study use of these employees gives a complete picture of how CRM works within the firm and how customers interact with the organisation in regard to their claims. The heterogeneity of the studied population in terms of demographic and professional characteristics ensures a variety of data and the consequent increased credibility of the outcomes. This approach is in line with the study goal of evaluating CRM in the organisation in a balanced manner and offering directions on the strong areas to enhance CRM in Shoprite Holdings PLC in Nigeria.

#### **4.6 Sample Size and Sampling Technique**

##### **4.6.1. Sampling Technique**

The best sampling technique that may be appropriate for the study is a convenience sampling technique. Based on the design of this study and practical aspects which permit as many participants as possible on the basis of their availability and willingness to participate. Considering that the research is aimed at Shoprite employees, it can be relatively easy for researchers to have access to the target population. Moreover, the most feasible way to make researchers ensure the involvement of participants is to select them on the grounds of their availability. Thus, the findings obtained based on a convenience sampling technique might be less biased compared to the findings of a study with fewer participants.

#### 4.6.2 Sample Size

Calculation using Taro Yamane's Formula

Taro Yamane's formula is:

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

Where:

- n= Sample size required
- N = Total population size
- e = Desired level of precision (expressed as a decimal)

The total population size N is 1000, and aiming for a desired precision level e of 0.10 (which corresponds to 10% precision):

- Total population size (N): 1000
- Desired level of precision (e): 0.10 (corresponding to 10%)

$$n = 1000 / 1 + 1000(0.01)^2$$
$$= 90.91$$

Rounding up to be 100 participants

#### 4.7 Method of Data Collection

Online questionnaires through goggle form were used in order to collect data. The questionnaire is designed to collect quantitative data on CRM practices, product delivery, and sales performance. It consists of closed-ended questions with a Likert scale to measure the attitudes, perceptions, and experiences regarding CRM systems.

The questionnaire was frame out by the research guided from the insight of similar literature that has research on the subject matter. The questionnaire is divided into sections, each section carries 5 questions focusing on a specific area of interest. Participants responded using a 5-point Likert scale for most questions ranging from Section 2 to 5: 1 - Strongly Disagree 2 - Disagree 3 - Neutral 4 - Agree 5 - Strongly Agree.

Section 1(Demographic Information): Gathers standard demographic information, including years of experience, position, gender, and age.

Section 2 (Effect of consumer interaction on sales and product): Evaluate the degree and efficacy of CRM deployment, encompassing frequency of customer interactions on sales and product delivery.

Section 3 (Information sharing on Product Delivery): Evaluate how CRM practices affect the efficacy and efficiency of product delivery procedures.

Section 4 (Long- Term Customer Relationships on Sales and product delivery): Assesses how Long-term CRM affects sales and product delivery.

Section 5 (Effect of Joint problem-solving efforts and its customers on product delivery and sales success): Examine the effect of problem- solving efforts on sales effectiveness.

Section 6 (Impact of technology on product delivery and sales operations): Examine the role technology plays in affecting the sales and product delivery.

#### **4.8 Reliability and Validity Tests**

In the study "The Impact of Customer Relations Management on Product Delivery and Sales: Case Study of Shoprite Holdings PLC, Nigeria," ensuring the reliability and validity of data collection methods is very important as far as the credibility and trustworthiness of the results from the research are concerned. According to Wiernik and Dahlke (2020), reliability refers to the degree of consistency and reliability of such measurements, while also refers to the degree to which these measures are interpretable and appropriate to begin with. In this study, we would rely mostly on internal measures of consistency, then there are to test not only for reliability but also validity.

The main sample reliability test was the Cronbach alpha coefficient, used to test how consistently items in a survey measure the same thing across a whole range of respondents which is 0.743. To make sure that replies are dependable and internally consistent, Cronbach's alpha may be used to assess constructs like customer satisfaction with CRM activities or the perceived efficacy of information exchange. A high alpha coefficient (usually more than 0.70) would suggest that the survey questions accurately evaluate the study's target constructs (Mellinger & Hanson, 2021).

Additionally, validity tests, on the other hand, aim to ensure that the survey instrument accurately measures what it intends to measure (Quintão et al., 2020). Content validity, concerning the extent to which the survey covers a representative sample of the behaviour or attribute to be measured, were addressed in a number of ways.



**Figure 1: Reliability Test**

Reliability Statistics	
Cronbach's Alpha	N of Items
.743	31

#### **4.9 Pilot Study**

To improve and validate the survey instrument and data collection methods for the research on the Impact of Customer Relations Management on Product Delivery and Sales: A Case Study of Shoprite Holdings PLC, Nigeria, a pilot test was carried out. A small, representative sample of ten to fifteen participants' staff took part in the pilot test. In this initial stage, the survey's validity and reliability are assessed, any faults with its design are found and fixed, the time needed to complete the survey is estimated, and the survey's clarity and comprehensibility are evaluated. The survey were completed by participants in the same manner as the main study. Additionally, quantitative data were examined using content and concept analysis to look for preliminary validity, internal consistency using Cronbach's alpha to have 0.743

#### **4.10 Data analysis technique**

Utilising statistical tools like SPSS 25 (Statistical Package for the Social Sciences), the data gathered from the surveys is examined in order to derive significant findings on the influence of CRM on sales and product delivery. The examination consists of:

**Descriptive Statistics:** To provide a general picture of the data distribution and core patterns, descriptive statistics including frequency, percentages, tables, and charts will be used to summarise the survey responses.

**Inferential Statistics:** To investigate correlations between variables pertaining to the study topics, inferential statistical techniques including regression analysis were employed.

#### **4.11 Ethical consideration**

Ethical considerations are among the fundamental principles that define the framework of research involving human participants (Arrant, 2020). The purpose of these regulations were to guarantee the rights of participants and ensure their well-being. The chosen multi-case study met all of the necessary ethical requirements by securing the principles of informed consent, confidentiality, voluntary participation, non-maleficence, data protection, and ethical review board approval. First and foremost, informed consent were

obtained by informing participants of the intent and purposes of the study. They were required to sign a consent form that states their agreement to participate in the study. This research guarantee confidentiality by stripping all data off its identifiers, using only codes, and storing all information on password-protected computers that only the researcher have access to. Finally, participation, including that with regards to taking additional surveys, were completely voluntary, with participants being allowed to withdraw from the study at any point without compromising their rights and well-being.

#### **4.12 Limitation to the Methodology**

The potential drawbacks of the technique selected for this study were known to the researcher, who will take precautions to avoid bias in the replies, lack of cooperation from respondents who are not physically there with them, and unwillingness to divulge personal information. The results might be skewed by respondents giving socially acceptable responses instead of their actual thoughts, which could lead to bias. Furthermore, since there were no in-person connection, participants might not feel as pressured to finish the survey, which might result in a lack of interest or lower response rates. Respondents may be discouraged from providing all pertinent information if they have privacy or sensitive personal information concerns.

## CHAPTER FIVE

### FINDINGS

#### 5.1 Introduction

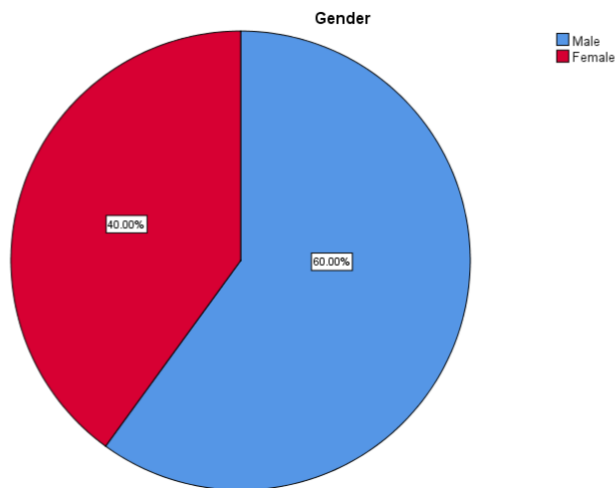
This section presents the findings of the respondents regarding how CRM practices have influenced product delivery and sales at Shoprite Holdings PLC, Nigeria. The insights garnered from these findings offer an in-depth understanding of the use of CRM strategies in enhancing operational efficiency and customer satisfaction within the retail giant.

#### 5.2 Demographic Information

##### The gender of the respondents

The chart below reveals the gender of the participants. 60% were male and 40% were female. This establishes a male-dominated dimension of the respondents that may likely influence general perceptions and responses in relation to the context of the study on the impact of Customer Relations Management (CRM) practices on product delivery and sales at Shoprite Holdings PLC, Nigeria.

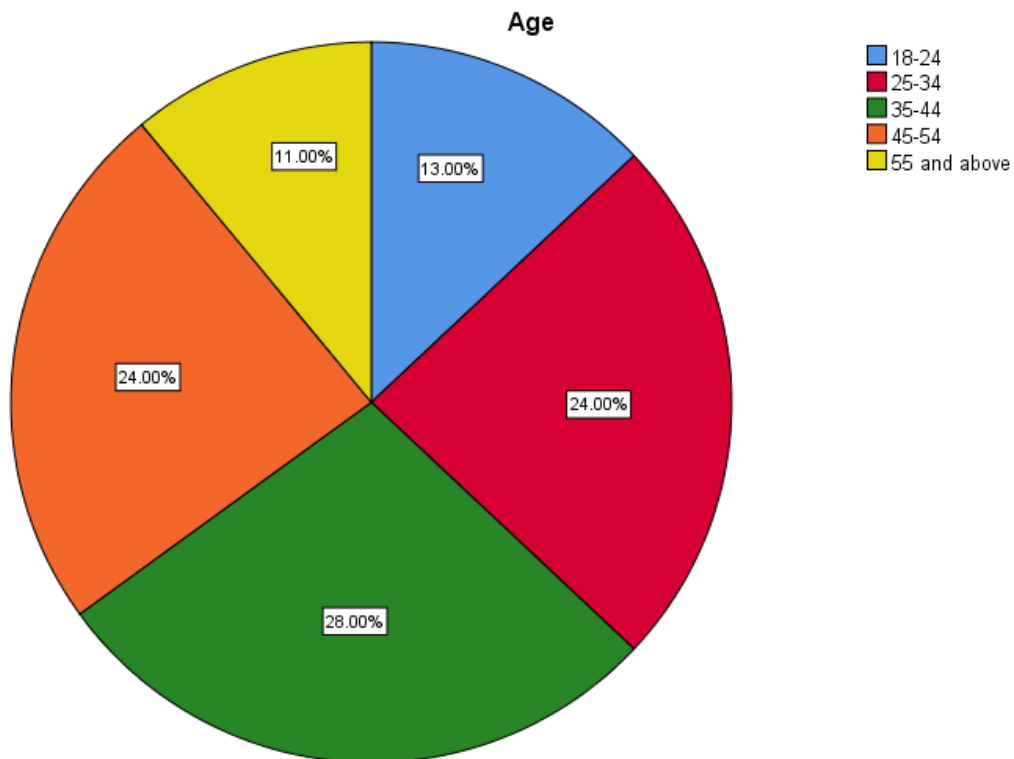
**Figure 2: Gender of the respondents**



### Age of the respondents

The chart showed that approximately four of the largest-respondent age groupings fell between the ages of 35-44 (28%) and ages 25-34 (24%), closely followed by the 45-54 age group at 24%, tending to mean that the representation of mid-career professionals is relatively quite balanced. It is only the less represented groups forming the younger (18-24) category at 13% and those at 55 and above at 11%.

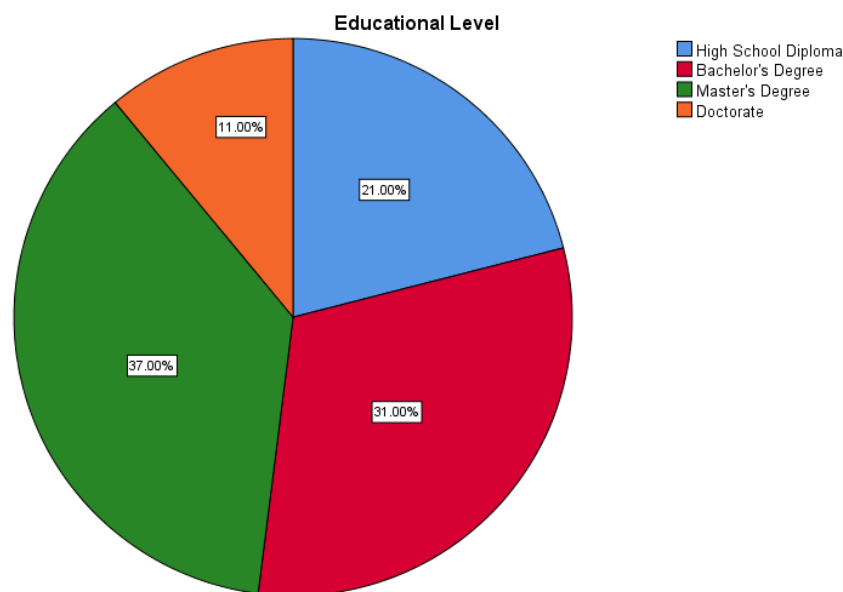
**Figure 3: Age of the respondents**



### Educational Level of the respondents

Figure 4 below represents the educational background of the respondents. The majority of them have advanced degrees: Master's degree 37% and Bachelor's degree 31%. A high school diploma and a doctorate represent smaller portions with 21% and 11%, respectively. This implies a well-educated pool of respondents, likely to impact the type and depth of insights elicited from the survey regarding the impact of Customer Relations Management practices on product delivery and sales at Shoprite Holdings PLC, Nigeria.

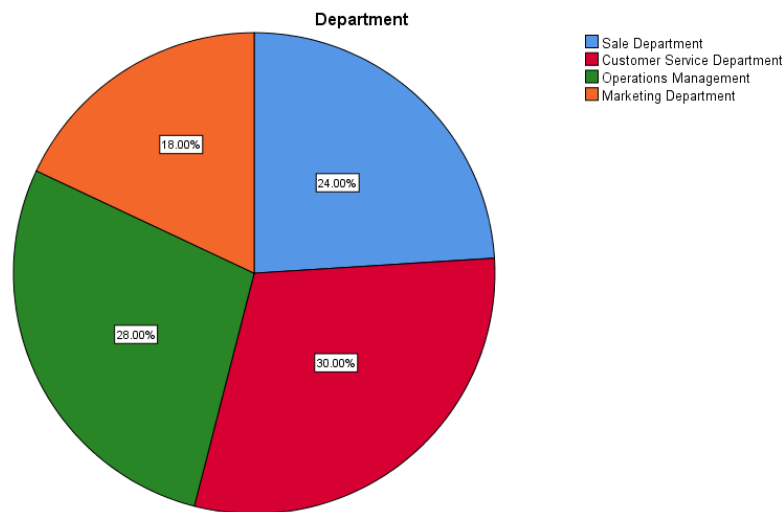
**Figure 4: Educational background of the respondents**



### Department of the respondents

The department in which the respondent works is indicated in the chart below. The responses cut across departments, although the Customer Service Department is over-represented with 30%, followed by Operations Management at 28%. The Sales and Marketing departments' representation stands at 24% and 18%, respectively. This implies and ensures a good view of the different functional areas of the business organization.

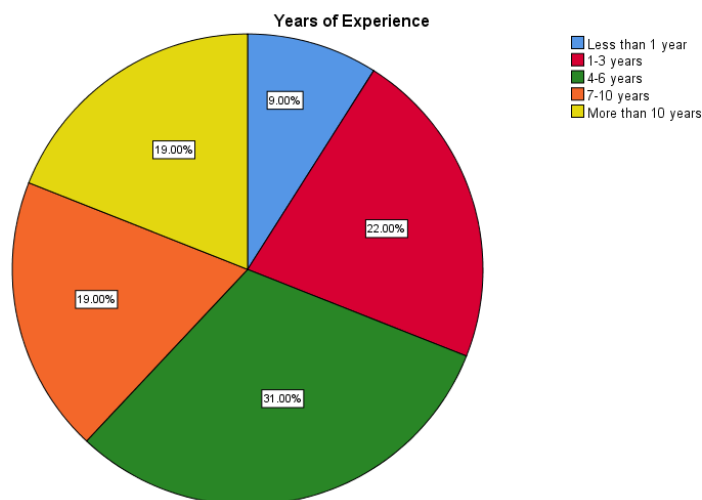
**Figure 5: Departments of the respondents**



### **Years of Experience**

The chart below reveals the experience levels of the participants, with the largest proportion having 4-6 years at 31%. Those having 1-3 years and more than 10 years of experience each make up 22% and 19%, respectively, while less than 1 year and those with 7-10 years of work experience each had 9% and 19% responses respectively. This combination therefore should give a balanced view that includes both relatively new and very seasoned employees.

**Figure 6: Years of experiment**



### **5.3 Findings Based on Objectives**

#### **5.2.1 Objective One: Consumer interaction on product delivery and sales performance at Shoprite Holdings PLC, Nigeria**

Table 1 below reveals the regression analysis on the effect of consumer interaction on product delivery efficiency, the result showed there is a strong positive relationship between Consumer Interaction and Product Delivery Efficiency with a correlation coefficient, of  $R = 0.686$ . The R Square value of this model was 0.471, indicating that 47.1% of the variance in Product delivery efficiency could be due to consumer interaction; thus, it has a significant influence. The ANOVA results proved the significance of the model through its high F-value of 86.275 and the p-value of 0.000; therefore, it is statistically significant, and the regression model can significantly predict product delivery efficiency given consumer interaction. Coefficients analysis showed that with every unit increase in consumer interaction, there was a corresponding 0.268-unit improvement in product delivery efficiency. This relationship is statistically significant, thus stressing the importance of interactions for enhancing delivery efficiency.

**Table 1: Regression Analysis of the effect of Consumer interaction on Product delivery efficiency****Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.686 <sup>a</sup>	.471	.465	.992

a. Predictors: (Constant), CUS

**ANOVA<sup>a</sup>**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	84.971	1	84.971	86.275	.000 <sup>b</sup>
	Residual	95.534	97	.985		
	Total	180.505	98			

a. Dependent Variable: [Regular consumer interaction sessions contribute effectively to improving overall product delivery efficiency at Shoprite Holdings PLC, Nigeria.]

b. Predictors: (Constant), CUS

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.436	.323		1.349	.181
	CUS	.268	.029	.686	9.288	.000

a. Dependent Variable: [Regular consumer interaction sessions contribute effectively to improving overall product delivery efficiency at Shoprite Holdings PLC, Nigeria.]

### 5.2.2 Objective Two: Impact of information sharing on product delivery and sales outcomes within Shoprite Holdings PLC, Nigeria

Table 2 below shows how information sharing affects product delivery efficiency at Shoprite Holdings PLC, Nigeria. The result of the regression analysis indicates that there is a high positive relationship



between information sharing and product delivery efficiency, with a correlation coefficient, of  $R = 0.694$ . The model R Square value is 0.482; this therefore explains that about 48.2% of variance in product delivery efficiency can be attributed to information sharing, thus indicating its strong influence. The ANOVA results also proved the significance of the model with a high F-value of 90.344 and a p-value of 0.000, indicating that the regression model is statistically significant and efficient in terms of predicting product delivery efficiency based on information sharing.

This implies that if the value of information sharing increases by one unit, then delivery efficiency in products increases by 0.280 units. The relationship is significant both at a t-value of 9.505 and a p-value of 0.000, indicating information sharing is one of the important factors toward bettering delivery efficiency.

**Table 2: Impact of information sharing on product delivery and sales outcomes**

Model Summary				
Model	R	R Square	Adjusted Square	Std. Error of the Estimate
1	.694 <sup>a</sup>	.482	.477	.971

a. Predictors: (Constant), INF

ANOVA <sup>a</sup>						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	85.136	1	85.136	90.344	.000 <sup>b</sup>
	Residual	91.409	97	.942		
	Total	176.545	98			

a. Dependent Variable: [Access to comprehensive information improves decision-making processes related to product delivery at Shoprite Holdings PLC, Nigeria.]

b. Predictors: (Constant), INF

Coefficients <sup>a</sup>					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		

1	(Constant)	.417	.310		1.345	.182
	INF	.280	.029	.694	9.505	.000

a. Dependent Variable: [Access to comprehensive information improves decision-making processes related to product delivery at Shoprite Holdings PLC, Nigeria.]

### **Objective Three: Impact of Long-term customer relationships on product delivery and sales efficiency at Shoprite Holdings PLC, Nigeria**

The table below reveals the effect of long-term customer relationships on sales efficiency at Shoprite Holdings PLC, Nigeria. Regression analysis demonstrated an excellent positive relationship between long-term customer relationships and sales efficiency; the correlation coefficient was  $R = 0.885$ . For the model R Square of 0.783, it is indicated that 78.3 per cent of the variation for sales efficiency was accounted for by long-term customer relationships, and, therefore, this variable has a great influence. This is further supported by the results of the ANOVA test, where the F-value is as high as 350.677, with a p-value of 0.000, thus showing that the regression model is statistically significant and the sales efficiency can be effectively predicted based on long-term customer relationships. This implies that if long-term customer relationships increase by one unit, then sales efficiency will improve by 0.337 units. This relationship is statistically significant revealing a t-value of 18.726, and a p-value of 0.000. All these illustrate the critical role of long-term customer relationships in enhancing sales efficiency. The constant value (-0.094) was not statistically significant, indicating that the model's predictive power is largely driven by the variable of long-term customer relationships.

**Table 3: Impact of Long-term customer relationships on product delivery and sales efficiency**

#### **Model Summary**

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.885 <sup>a</sup>	.783	.781		.555

a. Predictors: (Constant), LONG

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	108.162	1	108.162	350.677	.000 <sup>b</sup>
	Residual	29.919	97	.308		
	Total	138.081	98			

a. Dependent Variable: [Long-term customer relationships positively impact sales efficiency at Shoprite Holdings PLC, Nigeria.]

b. Predictors: (Constant), LONG

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.094	.183		-.514	.609
	LONG	.337	.018	.885	18.726	.000

a. Dependent Variable: [Long-term customer relationships positively impact sales efficiency at Shoprite Holdings PLC, Nigeria.]

#### **Objective Four: Effect of Joint problem-solving efforts and its customers on product delivery and sales success between Shoprite Holdings PLC, Nigeria**

The results in table 4 below show a strong positive relationship between joint problem-solving and the benefits of product delivery. Knowing the values of  $R = 0.820$  and  $R^2 = 0.673$  indicates a strong relationship. The R Square value of 0.673 implies that 67.3% of the variation in product delivery benefits is explained by joint problem-solving efforts. This implicates a high impact created by collaborative problem-solving on the enhancement of product delivery. The ANOVA results also go on to support the model, having a very high F-value of 199.305 with a p-value of 0.000, showing that the regression model is statistically

significant and effectively predicts product delivery benefits based on joint problem-solving. In addition, as joint problem-solving efforts increase by a unit, benefits to product delivery also increase by 0.349 units. The relationship is statistically significant: the t-value equals 14.118, and the p-value equals 0.000. At -0.165, with a constant value that is quite non-significant, it indicates that it is the effect of joint problem-solving on product delivery that drives the model.

**Table 4: Effect of Joint problem-solving efforts and its customers on product delivery and sales success**

Model Summary				
Model	R	R Square	Adjusted Square	R Std. Error of the Estimate
1	.820 <sup>a</sup>	.673	.669	.641

a. Predictors: (Constant), JOIN

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	81.830	1	81.830	199.305	.000 <sup>b</sup>
	Residual	39.826	97	.411		
	Total	121.657	98			

a. Dependent Variable: [Customer input and collaboration in problem-solving initiatives lead to innovative solutions that benefit product delivery at Shoprite Holdings PLC, Nigeria.]

b. Predictors: (Constant), JOIN

Coefficients <sup>a</sup>					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	-.165	.255		.519
	JOIN	.349	.025	.820	.000

a. Dependent Variable: [Customer input and collaboration in problem-solving initiatives lead to innovative solutions that benefit product delivery at Shoprite Holdings PLC, Nigeria.]

#### **Objective Five: Impact of technology on product delivery and sales operations at Shoprite Holdings PLC, Nigeria**

The results from the table below indicated that, indeed, there is a positive significant relationship between technology usage and competitive advantage. The  $R = 0.672$ , which shows at least an average to strong relationship, with an R Square value,  $R^2 = 0.452$ , interpreting that 45.2% of the variance in competitive advantage is explained by technology usage. The results of ANOVA entail the goodness of the model with an F-value of 79.873 and a p-value of 0.000. This large value of F shows that, in general, the model significantly predicts the competitive advantage based on technology usage; hence, its validity is confirmed. Additionally, coefficients indicate that for each unit increase in technology usage, competitive advantage increases by 0.239 units. The coefficient is statistically significant:  $t = 8.937$ ,  $p = 0.000$  indicating a strong effect due to technology on increasing competitive advantage. The constant value of 0.951, although not of primary concern, is still statistically significant and gives the base level of competitive advantage when the use of technology is zero.

**Table 5: Impact of technology on product delivery and sales operations**

Model Summary				
Model	R	R Square	Adjusted Square	Std. Error of the Estimate
1	.672 <sup>a</sup>	.452	.446	.893

a. Predictors: (Constant), ROLE

ANOVA <sup>a</sup>						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	63.632	1	63.632	79.873	.000 <sup>b</sup>

Residual	77.277	97	.797		
Total	140.909	98			

a. Dependent Variable: [Leveraging technology improves Shoprite Holdings PLC, Nigeria's competitive advantage in the market for product delivery and sales.]

b. Predictors: (Constant), ROLE

#### Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.951	.285		3.341	.001
	ROLE	.239	.027	.672	8.937	.000

a. Dependent Variable: [Leveraging technology improves Shoprite Holdings PLC, Nigeria's competitive advantage in the market for product delivery and sales.]

## **CHAPTER SIX**

### **DISCUSSION**

#### **6.1 Introduction**

This section entails the discussion of the findings on the analysis of how they interrelate with the existing literature on customer relationship management practices, particularly with their effect on product delivery and sales in Shoprite Holdings PLC, Nigeria. The key aims and objectives set within this research study were to explore CRM and its role within the operational performance and retail context of Shoprite, associated with customer satisfaction levels, and improvement in overall sales performance. In so doing, the empirical findings were discussed against the insights on the previous studies as it is an endeavor to gain a nuanced understanding of how CRM practices are implemented, their effectiveness, and the challenges encountered. The organization is now structured to systematically present the discussion about each of the goals of the study.

#### **6.2 Discussion based on Objectives of the Study**

##### **Objective One: Consumer Interaction and Product Delivery Efficiency**

The study revealed that there is a significant positive relationship between consumer interaction and product delivery efficiency in Shoprite Holdings PLC, with 47.1% of the variance in product delivery efficiency explained by consumer interaction. In many ways, this agrees with several key themes in the literature review.

First, it aligns with the conceptualization of CRM as a strategic approach to establishing and maintaining profitable relationships with customers, as propounded by Venkatesan et al. (2022) which reveals that Interaction with the consumer and efficiency in delivery show very strong correlations. This suggests that Shoprite's CRM practices seamlessly translate into concrete operational advantages a number-one goal of strategic CRM implementation. Furthermore, this finding also agrees with the operational CRM category described by Tabim et al. (2021) and Navarro et al. (2022), which emphasizes customer-facing processes as an integral characteristic of this category. The improved delivery efficiency pinned as a result of better consumer interaction shows that Shoprite does its CRM strategies in terms of smoothening customer-oriented processes. The results also align with the collaborative approach of CRM suggested by Sarathy (2022) which affirms that improving the line of sight across business operations' for serving customers more effectively. A strong connection between consumer interaction and delivery efficiency could be a

pointer that Shoprite is making good use of customer interactions in fine-tuning its operational processes, particularly vis-à-vis the critical area of product delivery.

However, it should be noted that although the results show a positive effect on delivery efficiency, over 50% of its variance seems to be explained by other variables rather than consumer interactions. This therefore establishes concurrence with the observations made by Jabado and Jallouli (2024), who have commented that effective implementation of CRM requires a proper balance between technological and organizational aspects. It further suggests that the fact that Shoprite is enjoying the benefits from improved customer engagement accordingly, may imply there is still some scope for an optimization of other organizational aspects to improve efficiency in delivery.

These findings also agree with studies by San et al. (2020), on the quality of order fulfillment as inducing factors in customer satisfaction regarding online retailing. Since this research was directed to physical retailing precisely, the tight link between interaction and delivery efficiency established that Shoprite has successfully combined its front-end with the back-end process. Such integration is also important in the omnichannel retail environment (Huang, 2021).

Moreover, Customer satisfaction or loyalty was, however, not directly measured in this study. Prior research conducted by Gazi et al., (2024) did find that CRM tools did have a positive effect on customer retention but less than expected in increasing the growth of customer share. Further research may still determine if Shoprite's strong consumer interaction-delivery efficiency link translates into better customer loyalty and share-of-wallet management.

### **Objective Two: Information Sharing and Product Delivery Efficiency**

The results indicated that information sharing explained about 48.2% of the variation in product delivery efficiency at Shoprite, with a high positive relationship ( $R = 0.694$ ). This result underscores the critical role of information management in CRM, as underscored by the literature.

The result is consistent with the findings of Kumar and Misra (2020), wherein CRM applications relate positively to enhanced customer knowledge and satisfaction. Since their study did not directly measure delivery performance, current findings suggest that information sharing translates into tangible operational benefits in enhanced delivery efficiency. This strong association between information sharing and delivery efficiency also resonates within the conceptual framework of CRM set by Lindgreen et al. (2020), who underscore information as one of the germane ingredients that have to go in the brew for effective customer



relationship management. Success in this area by Shoprite suggests proper execution of the analytical CRM described by Khan et al. (2020) in using data on customers to drive operational improvements.

Coupled with the great impact of information sharing is bringing out potential risks and challenges in the management of data in retail CRM. According to Zimmermann, et al. (2022), even though new technologies open possibilities for better CRM, they increase concerns related to data quality, algorithm transparency, and customer privacy. All this apparent success that Shoprite has had through leveraging information for operational efficiency must be offset against such ethical considerations. The findings, however, raise questions about the specific mechanisms through which information sharing improves delivery efficiency. Future studies could consider whether this benefit comes from improved demand forecasting, more efficient inventory management, or better coordination between retail outlets and distribution centres.

### **Objective Three: Long-term Customer Relationships and Sales Efficiency**

The study also pointed out that there was a very high degree of relationship between the long-term customer relationship and the aspect of efficient sales ( $R=0.885$ ), whereby the long-term customer relationship = 78% prediction. This suggests that gender explains 3% of the variance of the measure of sales efficiency. This finding provides robust empirical support for the central tenet of CRM: a feature that is common to all of them is that relationship management with customers for the long term is central to excellent business outcomes.

This aligns with Gomez et al. (2020) and Hamid et al. (2022) who observe that the marketing of relationships in today's world revolves around the development of customer-orientation dimensions and long business customer relations. The theoretical in nature arguments made by these theorists are thus in one way or the other supported by the relationship found in this study. Similarly, Mandal (2020) concluded that the rise in the quality of customer service as a result of long-term relationships is essential for customers' satisfaction and loyalty. The extent of association found in this rubbing supports the fact that throughout its operations, Shoprite has been effective in the utilization of long-term stockholder relations for stock sales.

Especially, the illustrated connection between the portion of long-term customers and the effectiveness of sales illustrates the strategic importance of relationship selling as a component of retail CRM. This is in concordance with the definition of CRM as advanced by Hanaysha et al (2022) about the subject that it is a philosophical approach that calls for culture creation as far as customer relations are concerned, are sustainable. The same also supports the finding of Khan et al. (2020) research conducted on retail banking, where they found that CRM practices had a positive impact on the customers on the dimension of satisfaction, trust as well as loyalty.

However, the current study builds on the insight by showing that long-term relationships are directly linked with sales efficiencies; therefore lending a positive rationale towards the relationship-oriented CRM for businesses. Notably, the nature and the intensity of this relationship are depicted by the coefficient of correlation which is  $r = .883,632$ , significantly explains 78. The correlation with consumers was identified to account for 3% of the variance in the level of sales efficiency and is higher than what was seen with the consumer's interaction or sharing information about delivery efficiency. This means that out of the modalities that form CRM, which is a strategic concept that is a combination of many activities, perhaps the building of relationship could be the most important aspect to sales performance in the Nigerian retail Business environment.

Note, however, that this conclusion should be taken with a pinch of salt. According to Menidjel and Khattak (2020), the effects of CRM are particularly significant at the beginning of customer relationships rather than the sustaining stage of relationships. The current study does not differentiate between the two phases and another study could find out whether the positive association between long-term customer relations and sales efficiency tends to be the same for customers who are newly acquired as well as those who have been with the business for quite a long time. As stated by Boadu and Achiaa (2019), it is necessary to understand that customer retention strategies as such bear the potential to influence cost reduction, although at the same time, they demand investment. Possible future research could study the net effect of the current long-term relationship strategies pursued by Shoprite further as it concerns cost-benefit analysis.

#### **Objective Four: Joint Problem-Solving and Product Delivery Success**

The research also established that there was a positive correlation between efforts put in joint-problem-solving and the level of product delivery success ( $R=0.820$ ) and that the above variable accounted for 67 per cent of the variability of the total construct. By the same token, while recording a mere 3% improvement in the delivery benefits variance. Thus, the issue emphasises the necessity of using collaborative strategies in practising CRM, especially when it comes to solving operational problems. The obtained result corresponds to the concept of collaborative CRM mentioned in Sarathy (2022), which speaks about the systematic aspect of collaborating to support business processes. It can therefore be concluded that CRM joint problem-solving has the strongest influence on delivery success, thus underlining Shoprite's successful incorporation of collaborative CRM measures into the business.

The finding also has a good correlation with the existing literature on customer knowledge management (CKM) under the CRM context. According to Fidel et al. (2018), the management of customer knowledge is central to SMEs, and by implication, large retail stores such as Shoprite. Cascading through customer

knowledge, it is evident that by joint problem-solving Shoprite seems to be benefiting. Consequently, the findings of joint problem-solving and information sharing affirm the ideas of the literature regarding the necessity of customer knowledge management in retail CRM, proving the works of AlQershi et al. (2020) and Diah et al. (2020) right for integrating CRM and CKM. The case of Shoprite brings out an impression of how the firm has been able to use customer knowledge to enhance operations, particularly in the delivery of products.

However, the study is silent about the kind of processes or avenues through which this collaborative problem-solving is carried out. , while cooperative CRM needs the tools to deal with customers' data and interactions at each contact point conveniently, as stated by Whitburn et al. (2020). This paper could create an avenue for future research on analyzing the particular tools that Shoprite deploys and pathways through which it enables joint-gaining problems with customers. Joint problem-solving, and especially the strong positive correlation found between it and delivery success, also sparks questions about this approach's effectiveness in different areas of retail operations. Although the current research examined the efficiency of collaborative approaches in delivering products to customers, future studies could look at adapting collaborative techniques to other value-creating activities such as product design, stock supply and management, or store layout and presentation.

#### **Objective Five: Technology Usage and Competitive Advantage**

The results showed a strong positive relationship between technology usage and competitive advantage on product delivery and sales operations with an R-value of 0.672, where technology usage explained 45.2% of the variation in competitive advantage. This result underscores the critical role of technology in any modern retail CRM, and it is in agreement with a lot of the literature that was reviewed. This finding reinforces the focus on technology-based CRM from past studies, such as Ahmad et al. (2021), which established that technology-based CRM had a positive effect on retail sales performance. This research takes it to the next step which indicates technology usage is related to broader competitive advantage and suggests that proper CRM technology offers value beyond the direct impact made in sales. More so, the rating for technology usage as a moderate to moderate effect on competitive advantage could support the literature that particularly highlights technology as playing a major role in modern CRM but also suggests that technology alone cannot ensure success with CRM. This is to the balanced view of CRM considered by various researchers, such as Jabado and Jallouli (2024), where reasons for considering both technological and organizational factors are presented in CRM. Although the relationship between technology usage and competitive advantage was strong, it wasn't as strong as some of the other relationships identified in this study, such as long-term relationships and sales efficiency. This corresponded to the observation of Jabado

and Jallouli (2024) that most companies pay too much attention to technology and not enough to the organizational and strategic aspects of CRM. To a great extent, Shoprite thus seems to have struck a balance effectively harnessing technology without relying solely on it for competitive advantage.

This finding also creates some questions about the particular technology which are enabling this competitive advantage. As Dahab et al. (2023) pointed out, however, most retailers tend to use only fundamental CRM technologies with relatively more sophisticated applications of such things as predictive analysis. Subsequent studies might analyze which of the implements of CRM technologies are giving Shoprite a competitive edge and whether there is a possibility to use other advanced applications. More so, the findings on technology usage also align with the literature on omnichannel retailing. Gao et al. (2021) established that channel integration is associated positively with sales growth in an omnichannel context. While the current study did not address the question of strategies for omnichannel selling, the relationship observed here between technology usage and competitive advantage suggests that Shoprite may be using technology effectively to integrate its many retail channels. The present research does not, however, bring out challenges likely to be encountered and the costs to be incurred while putting the CRM technologies into place. According to Zimmermann et al. (2022), even as new technologies offer the organization immense opportunities, they come with high costs and huge organizational transformations. Further studies may indicate how Shoprite balances the benefits with the challenges in implementing CRM technology.

### **6.3 Chapter Summary**

These findings, taken together, portray the successful implementation of CRM in Shoprite Holdings PLC Nigeria and very strong resultant positive impacts on most dimensions of the retailing business operations. The results confirm that Shoprite has balanced these different components of CRM: from the interaction of customers and information sharing to long-term relationship building and technology usage driving improvements in both product delivery and sales performance.

Such findings broadly support the theoretical framework of CRM in the literature review, pointing out the interplay among information sharing, customer interaction, long-term relationships, shared problem-solving, and technology in driving performance. This study therefore extends our insight by providing a quantification of the relative impact of these factors within a specific retail context.

It further enables one to recognize areas for future research. For instance, it indicates strong linkages between CRM practices and operational outcomes in terms of delivery efficiency and sales efficiency, but it does not directly measure customer-centric outcomes, such as satisfaction or loyalty. Future research might then be done on how these improvements in operations are translated into perceptions and behaviours at the customer end.

## **CHAPTER SEVEN**

### **CONCLUSION AND RECOMMENDATION**

#### **7.1 Conclusion**

This study contributed valuable insights into how CRM practices influence product delivery and sales performance at Shoprite Holdings PLC in Nigeria. More specifically, we contribute to the literature on CRM driving features, namely, consumer interaction, information sharing, long-term customer relationships, joint problem-solving, and the use of technologies in order to explain how these practices impact retail operations and their outcomes.

The CRM practices that have been examined show positive interlinkages with the business outcomes, directly relating to product delivery efficiency and sales performance. This underlines the criticality of taking an all-round approach to CRM in the retail sector. It has been deduced that proper CRM implies not only the adoption of fragmented tools or strategies but also deals with customer-centeredness that is likely to diffuse into all aspects of retail operations.

One of the most striking findings of this research is the exceptionally strong relationship between a long-term customer relationship and sales efficiency. This relationship, explaining 78.3 per cent of the variance in sales efficiency, makes a case for the paramount importance of creating enduring connections with customers in a retail setting. If retailers manage to build up and maintain long-term customer relationships, therefore, they are likely to improve drastically in terms of sales performance.

Equally important is the strong impact of joint problem-solving efforts on product delivery success. This finding, with a 67.3 per cent variance of product delivery success explained by joint problem-solving, underlines the merit of collaborative approaches toward the solving of customer problems and the enhancement of service delivery. In essence, it simply means that those retailers who put in sufficient effort to engage the customers in problem-solving are likely to succeed in product delivery.

The results also show very strong positive correlations among consumer interaction, information sharing, and efficiency in product delivery. These denote the proper means of communication and data sharing in enhancing operational efficiency. They sensibly suggest that retailers who excel in these regards shall experience tangible differences in smoothing product delivery processes and customer satisfaction.

While technology use did have a positive effect on the competitive advantage in product delivery and sales operations, what is rather worthy of note here is that this relationship, while significant, was not as strong as some of the other CRM practices examined. This may point out that while technology is necessary, it should be viewed as an enabler of effective CRM not a solution in itself. What retailers need to do is find a balanced way that exploit the potential of technology without losing sight of those very human elements of customer relationship management.

These findings have some useful implications for retail management and strategy. They do appear to make a strong case for the development by retailers of comprehensive CRM strategies embracing all key areas under study. Focus should be vested in building up and maintaining long-term Customer Relationships, as this appears to have the most potent impact on Sales Performance.

This study does certainly come with its limitations, however. The generalizability of these findings to other contexts may be limited because the research was focused on one retail chain in Nigeria. Cultural factors, market conditions, and organizational characteristics peculiar to that context could have influenced it. Further comparative studies across retail organizations, sectors, or geographical contexts will also decrease this potential bias.

The paper provides some useful insights into how CRM practices are related to business outcomes and does little to add to an understanding of the mechanisms by which all these relationships work. Perhaps supplemented by qualitative methods or longitudinal designs, future research might be in a place to tease out more nuanced understandings of the hows and whys that CRM practices influence business performance.

## **7.2 Recommendation**

From the results of this study, several points could be recommended to retail organizations in pursuit of improved CRM practices:

1. **Build long-term relationships:** Since research demonstrated the effect of long-term customer relationships had a hard and direct impact on sales efficiency, it is in the interest of retailers to invest heavily in customer loyalty and long-term engagement strategies, including personalized marketing approaches and enhanced customer service initiatives.
2. **Implement Collaborative Problem-Solving Approaches:** It has already been noted that due to the high impact of co-problem-solving on product delivery success, retailers need to establish formal channels through which customers can get involved in the company's problem-solving activities. This would include opening channels for customer feedback, formation of a customer advisory board, or even co-creation activities.

3. **Improve Consumer Interaction/Information Sharing:** These findings suggest that retailers have to enhance their ability to efficiently deliver products by engaging in practices that will improve their communication channels with consumers and optimize their internal information-sharing processes. This may require investment in customer service training, the adoption of robust CRM systems, and laying down protocols on how to communicate with other departments effectively.
4. **Leverage Technology Strategically:** As mentioned earlier, technology use showed a positive force on competitive advantage. This was, however, moderate in comparison to other factors. This means investing in technologies should be wary. Any implementations of technology by the retailer must ensure conformity with the overall CRM strategy and ensure that proper training of staff is conducted, along with change management processes.
5. **Integrated CRM Approach:** There are strong relationships across all CRM practices explored, indicating an integrated approach to CRM should be adopted by retailers. That is, all elements of CRM consumer interaction, and technology use should be oriented and functioning cohesively to drive improvements in customer relationships and business outcomes.
6. **CRM Metrics and Performance Monitoring:** All of this necessitates the building of a proper measurement and monitoring system by the retailer for the effectiveness to be achieved in the strategy. This could involve coming up with KPIs that link CRM practices to the business outcome, such as sales efficiency and product delivery success.
7. **Investment in staff training and development:** Of course, human factors in CRM success are evidenced by strong impacts of long-term relationships and joint-solving problems that suggest that retailers should have serious investments in the training and development of their employees. Such activities might encompass training on customer services, relationship management capabilities, and how to train and work professionally with CRM technologies.
8. **Customize CRM strategies:** The general insights to effective CRM practices knowledge that are reported in this paper should be recognized as a platform on which retailers will develop the most proper CRM strategy, attuned to their particular context, customer base, and business goals. Customer research and analysis of performance can take on continuous fine-tuning of these CRM strategies.

### **7.3 Suggestions for Future Research**

Future research avenues derive from this study, specifically the following:

**Studies across cultures and sectors:** By researching different cultural contexts and retail sectors, comparative work can focus on finding out the effectiveness of CRM practices in varying climates.

- **Longitudinal Research:** Long-term research in this area that is, tracing the development of CRM practices and their effects over time would contribute much to elucidating the sustainability or otherwise, indeed the enduring benefits that derive from CRM approaches.
- **Technology-oriented studies:** Interactions between the effects of certain technologies like AI, IoT, and blockchain on CRM efficiency may be relevant to guide some technology investment decisions.
- **Customer perspective research:** Involving the customers' perspective would provide a more direct measure and would be more comprehensive if measured by surveys or qualitative research concerning the effectiveness of CRM.
- **Omnichannel CRM:** As retail becomes increasingly omnichannel, how CRM practices can be effectively executed and integrated across channels (in-store, online, mobile) is important research.

In conclusion, these findings demonstrate fairly conclusively the strong impact of holistic CRM practices on retail performance concerning product delivery efficiency and sales performance. It, therefore, brings into focus the overall need for a strategy in CRM that contextualizes technology use with human-centred practices such as relationship-building or problem-solving activities jointly carried out with customers.

The findings provide an extremely strong footing for retail managers to develop and build up CRM strategies with precedence always accorded to CRM as a key potential driver of competitive advantage in retailing. Equally, it was also established that CRM implementation is rather quite complex and calls for retailers to carefully adapt these CRM strategies to specific contexts, and constantly update these strategies based on performance data and changing market conditions.

Further research in this area will be socially necessary with further evolvement of the retail scene because of the rapid growth in omnichannel retailing and new technologies. Results from this study shall give a foundational baseline for future research in this area, while the recommended directions for further research will be useful in building on these findings to better understand ways in which CRM could drive value in retail contexts for retailers and their customers alike. This is far from the end of the journey to optimal CRM in retail, but this research helps leave a meaningful roadmap for that journey.



## REFERENCE

- Ackah, Dr.D. and Agboyi, M.R. (2018). *Managing Customer Relations in the Banking Industry. Customer Service*. GRIN Verlag.
- Adediji, B. (2021). Exit, voice and loyalty: The fate of Shoprite in Nigeria. *African Journal of Business and Economic Research*, 16(1), 213-230.
- Ahmad, A., Jassim, Muhamed, A., Marhana, DackoPikiewicz, Z. and Saputra, J. (2021). The impact of customer relationship management dimensions on service quality. *Polish Journal of Management Studies*, 23(2), pp.24–41.
- Alalwan, A.A., Rana, N.P., Dwivedi, Y.K. and Algharabat, R. (2017). Social Media in marketing: a Review and Analysis of the Existing Literature. *Telematics and Informatics*, [online] 34(7), pp.1177–1190. doi:<https://doi.org/10.1016/j.tele.2017.05.008>.
- Almahairah, Dr.Mohammad.S.Z., Balaji, Dr.K., Murugan, Dr.A., Rajesh, Dr.P., Kumar, H.P. and Alotoum, F.J. (2022). A Novel Study On Customer Relationship Management Using Artificial Intelligence In The Retail Sector. *Journal of Pharmaceutical Negative Results*, [online] 13(9), pp.9810–9819. doi:<https://doi.org/10.47750/pnr.2022.13.S09.1146>.
- AlQershhi, N.A., Mokhtar, S.S.M. and Abas, Z.B. (2020). CRM dimensions and performance of SMEs in Yemen:the moderating role of human capital. *Journal of Intellectual Capital*, ahead-of-print(ahead-of-print). doi:<https://doi.org/10.1108/jic-05-2020-0175>.
- Anees, R.T., Nordin, N.A., Anjum, T., Cavaliere, L.P.L. and Heidler, P. (2020). Evaluating the Impact of Customer Relationship Management (CRM) Strategies on Customer Retention (A Study of Fast Food Chains in Pakistan). *Business Management and Strategy*, 11(2), p.117. doi:<https://doi.org/10.5296/bms.v11i2.17934>.
- Annarelli, A., Battistella, C. and Nonino, F. (2020). Competitive advantage implication of different Product Service System business models: Consequences of ‘not-replicable’ capabilities. *Journal of Cleaner Production*, 247, p.119121. doi:<https://doi.org/10.1016/j.jclepro.2019.119121>.
- Arrant, K. (2020). Ethics in Research. *Journal of Interprofessional Practice and Collaboration*, [online] 2(1). Available at: <https://repository.ulm.edu/ojihp/vol2/iss1/4/>.

- Azizkhonovna, L.S. (2023). THE IMPORTANCE OF CUSTOMER RELATIONSHIP MANAGEMENT (CRM) IN MARKETING. *Web of Discoveries: Journal of Analysis and Inventions*, [online] 1(6), pp.1–4. Available at: <http://webofjournals.com/index.php/3/article/view/154> [Accessed 24 Jun. 2024].
- Barney, J. (1991). Firm Resources and Sustained Competitive Advantage. *Journal of Management*, 17(1), pp.99–120. doi:<https://doi.org/10.1177/014920639101700108>.
- Batista, L., Dibb, S., Meadows, M., Hinton, M. and Analogbei, M. (2018). A CRM-based pathway to improving organisational responsiveness: an empirical study. *Journal of Strategic Marketing*, 28(6), pp.1–28. doi:<https://doi.org/10.1080/0965254x.2018.1555547>.
- Berry, L.L. (1995). Relationship Marketing of Services--Growing Interest, Emerging Perspectives. *Journal of the Academy of Marketing Science*, 23(4), pp.236–245. doi:<https://doi.org/10.1177/009207039502300402>.
- Berry, L.L. (2002). Relationship Marketing of Services Perspectives from 1983 and 2000. *Journal of Relationship Marketing*, [online] 1(1), pp.59–77. doi:[https://doi.org/10.1300/j366v01n01\\_05](https://doi.org/10.1300/j366v01n01_05).
- Bhadkamkar, A., Garg, K., Pawaskar, D., Kunte, M. and Joshi, G. (2022). Customer Analytics for E-Business Management. *World Scientific Series in Asian Business and Management Studies*, pp.97–119. doi:[https://doi.org/10.1142/9789811245992\\_0006](https://doi.org/10.1142/9789811245992_0006).
- Boadu, K. and Achiaa, A. (2019). Customer Relationship Management and Customer Retention. *SSRN Electronic Journal*. doi:<https://doi.org/10.2139/ssrn.3472492>.
- Bongo, M.F. and Sy, C.L. (2023). Can diverse and conflicting interests of multiple stakeholders be balanced? *Annals of Operations Research*. doi:<https://doi.org/10.1007/s10479-023-05253-1>.
- Burns, M., Bally, J., Burles, M., Holtslander, L. and Peacock, S. (2022). Constructivist Grounded Theory or Interpretive Phenomenology? Methodological Choices Within Specific Study Contexts. *International Journal of Qualitative Methods*, [online] 21(21), p.160940692210777. doi:<https://doi.org/10.1177/16094069221077758>.
- Byukusenge, E. and Munene, J.C. (2017). Knowledge management and business performance: Does innovation matter? *Cogent Business & Management*, 4(1). doi:<https://doi.org/10.1080/23311975.2017.1368434>.

Çakiroğlu, K.I. and Çengel, Ö. (2020). Customer Experience Management in Omnichannel Retailing. *Managing Customer Experiences in an Omnichannel World: Melody of Online and Offline Environments in the Customer Journey*, pp.97–113. doi:<https://doi.org/10.1108/978-1-80043-388-520201009>.

Calza, F., Sorrentino, A. and Tutore, I. (2023). Combining corporate environmental sustainability and customer experience management to build an integrated model for decision-making. *Management Decision*, [online] 61(13). doi:<https://doi.org/10.1108/md-05-2022-0613>.

Castagna, F., Centobelli, P., Cerchione, R., Esposito, E., Oropallo, E. and Passaro, R. (2020). Customer Knowledge Management in SMEs Facing Digital Transformation. *Sustainability*, 12(9), p.3899. doi:<https://doi.org/10.3390/su12093899>.

Central Intelligence Agency (2022). *Nigeria - The world factbook*. [online] [www.cia.gov](http://www.cia.gov). Available at: <https://www.cia.gov/the-world-factbook/countries/nigeria/>.

Chen, L., Hsieh, J.P.-A., Rai, A. and Xu, S. (2021). *How Does Employee Infusion Use of CRM Systems Drive Customer Satisfaction? Mechanism Differences between Face-to-Face and Virtual Channels*. [online] [papers.ssrn.com](https://papers.ssrn.com). Available at: [https://papers.ssrn.com/sol3/papers.cfm?abstract\\_id=3936665](https://papers.ssrn.com/sol3/papers.cfm?abstract_id=3936665).

Chetioui, Y., Abbar, H. and Benabbou, Z. (2017). Do CRM dimensions improve Hotels occupancy rates? Evidence from the Moroccan Hospitality Sector. *International Journal of Management Excellence*, 9(3), pp.1172–1182. doi:<https://doi.org/10.17722/ijme.v9i3.943>.

Chumphong, O., Yai, H., Suwit, S., Asst, S. and Potipiroon, W. (2020). The Resource-Based View, Dynamic Capabilities and SME Performance for SMEs to Become Smart Enterprises. *ABAC ODI Journal Vision. Action. Outcome*, [online] 7(2). Available at: <https://core.ac.uk/download/pdf/327112311.pdf>.

Dahab, A.A.-A., Haggag, R.M. and Fotouh, S.A.-A. (2023). Enhancing Customer Relationship Management Using Fuzzy Association Rules and the Evolutionary Genetic Algorithm. *International journal of advanced computer science and applications/International journal of advanced computer science & applications*, 14(4). doi:<https://doi.org/10.14569/ijacsa.2023.0140470>.

Davis, F.D. (1989). Technology acceptance model: TAM. *AlSuqri, MN, AlAufi, AS: Information Seeking Behavior and Technology Adoption*, 205, p.219.

- Deshmukh, G.K., Mukerjee, H.S. and Prasad, U.D. (2020). Risk Management in Global CRM IT Projects. *Business Perspectives and Research*, 8(2), p.227853371988700. doi:<https://doi.org/10.1177/2278533719887005>.
- Diah, M.L.B.M., Latiffi, A.B.A. and Ahmad, W.N.K.W. (2020). Strategic Innovation and Competitive Advantage of Manufacturing SMEs: The Mediating Role of Human Capital. *Quality Innovation Prosperity*, 24(3), p.70. doi:<https://doi.org/10.12776/qip.v24i3.1493>.
- Edlund, P. and Holmner Härgestam, Axel (2020). *Customer Relationship Management and Automated Technologies : A qualitative study on chatbots' capacity to create customer engagement*. Umeå University, Business Administration, p.65.
- Elder-Vass, D. (2022). Pragmatism, critical realism and the study of value. *Journal of Critical Realism*, [online] 21(3), pp.1–27. doi:<https://doi.org/10.1080/14767430.2022.2049088>.
- Ferrer-Estévez, M. and Chalmeta, R. (2022). Sustainable customer relationship management. *Marketing Intelligence & Planning*, 41(2), pp.244–262. doi:<https://doi.org/10.1108/mip-06-2022-0266>.
- Fidel, P., Cervera, A. and Schlesinger, W. (2016). Customer's role in knowledge management and in the innovation process: effects on innovation capacity and marketing results. *Knowledge Management Research & Practice*, 14(2), pp.195–203. doi:<https://doi.org/10.1057/kmrp.2015.19>.
- Fidel, P., Schlesinger, W. and Emilo, E. (2018). Effects of Customer Knowledge Management and Customer Orientation on Innovation Capacity And Marketing Results In SMEs: The Mediating Role Of Innovation Orientation. *International Journal of Innovation Management*, 22(07), p.1850055. doi:<https://doi.org/10.1142/s136391961850055x>.
- Gao, W., Fan, H., Li, W. and Wang, H. (2021). Crafting the customer experience in omnichannel contexts: The role of channel integration. *Journal of Business Research*, [online] 126(1), pp.12–22. doi:<https://doi.org/10.1016/j.jbusres.2020.12.056>.
- Gazi, Md.A.I., Mamun, A.A., Masud, A.A., Senathirajah, A.R. bin S. and Rahman, T. (2024). The Relationship between CRM, Knowledge Management, Organization Commitment, Customer Profitability and Customer Loyalty in Telecommunication Industry: The Mediating Role of Customer Satisfaction and the Moderating Role of Brand Image. *Journal of Open Innovation: Technology, Market, and Complexity*, [online] 10(1), p.100227. doi:<https://doi.org/10.1016/j.joitmc.2024.100227>.

- Gil-Saura, I., Ruiz-Molina, M.E., Berenguer-Contrí, G. and Seric, M. (2019). The Role of Retail Equity, Value and Relational Benefits in Building B2B Relationships in Retailing. *Journal of Relationship Marketing*, 19(4), pp.253–286. doi:<https://doi.org/10.1080/15332667.2019.1688599>.
- Gomez, H., Navarro, V.G., Badenes, R.O. and Quilis, J.A.L. (2020). Customer relationship management: Digital transformation and sustainable business model innovation. *Economic Research-Ekonomska Istraživanja*, [online] 33(1), pp.2733–2750. doi:<https://doi.org/10.1080/1331677X.2019.1676283>.
- Gronroos, C. (1994). From Marketing Mix to Relationship Marketing: Towards a Paradigm Shift in Marketing. *Asia-Australia Marketing Journal*, 2(1), pp.9–29. doi:[https://doi.org/10.1016/s1320-1646\(94\)70275-6](https://doi.org/10.1016/s1320-1646(94)70275-6).
- Guerola-Navarro, V., Oltra-Badenes, R., Gil-Gomez, H. and Gil-Gomez, J.A. (2020). Research model for measuring the impact of customer relationship management (CRM) on performance indicators. *Economic Research-Ekonomska Istraživanja*, 34(1), pp.1–23. doi:<https://doi.org/10.1080/1331677x.2020.1836992>.
- Hafeez, M.H., Basheer, M.F., Rafique, M. and Siddiqui, S.H. (2018). Exploring the Links between TQM Practices, Business Innovativeness and Firm Performance: An Emerging Market Perspective. *Pakistan Journal of Social Sciences*, [online] 38(2), pp.485–500. Available at: <https://pjss.bzu.edu.pk/index.php/pjss/article/view/602>.
- Hamid, M.A., Abid, S. and Rana, M.W. (2022). Impact of Customer Relationship Management, Technological Turbulence, and Customer-Centric Management on Financial Performance. *Global Economics Review*, VII(III), pp.9–25. doi:[https://doi.org/10.31703/ger.2022\(vii-iii\).02](https://doi.org/10.31703/ger.2022(vii-iii).02).
- Hanaysha, J.R. , Al-Shaikh, M.E. , and Kumar, (2022). An Examination of Customer Relationship Management and Business Sustainability in Small and Medium Enterprises. *International Journal of Customer Relationship Marketing and Management*, 13(1). doi:<https://doi.org/10.4018/ijcrmm.300832>.
- Hannan, M.T. and Freeman, J. (1984). Structural Inertia and Organizational Change. *American Sociological Review*, 49(2), pp.149–164.
- Hardjono, B. and San, L.P. (2017). Customer Relationship Management Implementation and its Implication to Customer Loyalty in Hospitality Industry. *Jurnal Dinamika Manajemen*, [online] 8(1). doi:<https://doi.org/10.15294/jdm.v8i1.10414>.

- Harmeling, C.M., Moffett, J.W., Arnold, M.J. and Carlson, B.D. (2016). Toward a theory of customer engagement marketing. *Journal of the Academy of Marketing Science*, [online] 45(3), pp.312–335. Available at: <https://link.springer.com/article/10.1007/s11747-016-0509-2>.
- Homburg, C., Jozić, D. and Kuehnl, C. (2017). Customer Experience management: toward Implementing an Evolving Marketing Concept. *Journal of the Academy of Marketing Science*, 45(3), pp.377–401. doi:<https://doi.org/10.1007/s11747-015-0460-7>.
- Hossain, M.A., Akter, S. and Yanamandram, V. (2020). Revisiting customer analytics capability for data-driven retailing. *Journal of Retailing and Consumer Services*, 56(1), p.102187. doi:<https://doi.org/10.1016/j.jretconser.2020.102187>.
- Huang, W.-J. (2021). Literature Review on Omnichannel Retailing. *Expert Journal of Marketing*, [online] 9(1). Available at: <https://marketing.expertjournals.com/23446773-901/>.
- Hwang, J. and Seo, S. (2016). A critical review of research on customer experience management. *International Journal of Contemporary Hospitality Management*, 28(10), pp.2218–2246. doi:<https://doi.org/10.1108/ijchm-04-2015-0192>.
- Ilmudeen, A. (2021). Information technology (IT) governance and IT capability to realize firm performance: enabling role of agility and innovative capability. *Benchmarking: An International Journal*, 29(4). doi:<https://doi.org/10.1108/bij-02-2021-0069>.
- Jabado, R. and Jallouli, R. (2024). Impact of data analytics capabilities on CRM systems' effectiveness and business profitability: An empirical study in the retail industry. *Journal of Telecommunications and the Digital Economy*, [online] 12, pp.427–445. Available at: <https://search.informit.org/doi/10.3316/informit.T2024040300010700704831461>.
- Khan, R.U., Salamzadeh, Y., Iqbal, Q. and Yang, S. (2020). The Impact of Customer Relationship Management and Company Reputation on Customer Loyalty: The Mediating Role of Customer Satisfaction. *Journal of Relationship Marketing*, 21(1), pp.1–27. doi:<https://doi.org/10.1080/15332667.2020.1840904>.
- Khatoon, S. and Rehman, V. (2021). Negative emotions in consumer brand relationship: A review and future research agenda. *International Journal of Consumer /Studies*, 45(4). doi:<https://doi.org/10.1111/ijcs.12665>.

Khatrri, K.K. (2020). Research Paradigm: a Philosophy of Educational Research. *International Journal of English Literature and Social Sciences*, [online] 5(5), pp.1435–1440. Available at: [https://ijels.com/upload\\_document/issue\\_files/15IJELS-109202027-Research.pdf](https://ijels.com/upload_document/issue_files/15IJELS-109202027-Research.pdf).

Krishnan, C., Gupta, A., Gupta, A. and Singh, G. (2022). Impact of Artificial IntelligenceBased Chatbots on Customer Engagement and Business Growth. In: T. Hong, L. SerranoEstrada, A. Saxena and A. Biswas, eds., *Deep Learning for Social Media Data Analytics*. [online] Cham: Springer International Publishing, pp.195–210. doi:[https://doi.org/10.1007/9783031108693\\_11](https://doi.org/10.1007/9783031108693_11).

Kumar, M. and Misra, M. (2020). Evaluating the effects of CRM practices on organizational learning, its antecedents and level of customer satisfaction. *Journal of Business & Industrial Marketing*, 36(1), pp.164–176. doi:<https://doi.org/10.1108/jbim-11-2019-0502>.

Kumar, P. and Mokha, A.K. (2022). Electronic Customer Relationship Management (E-CRM) and Customer Loyalty. *International Journal of E-Business Research*, 18(1). doi:<https://doi.org/10.4018/ijebr.293292>.

Kumar, S., Karn, A., Chauhan, A. and Singh, M. (2023). Role of Business Analytics in Effective CRM Implementation in Retail Sector: A Cross Sectional Research. *Journal of Informatics Education and Research*, [online] 3(2). doi:<https://doi.org/10.52783/jier.v3i2.224>.

Kurtz, J.E. (2020). Test-Retest Reliability. *Encyclopedia of Personality and Individual Differences*, pp.5459–5460. doi:[https://doi.org/10.1007/978-3-319-24612-3\\_1351](https://doi.org/10.1007/978-3-319-24612-3_1351).

Lindgreen, A., Di Benedetto, C.A., Brodie, R.J. and Jaakkola, E. (2020). How to develop great conceptual frameworks for business-to-business marketing. *Industrial Marketing Management*, 94. doi:<https://doi.org/10.1016/j.indmarman.2020.04.005>.

Magatef, S., Al-Okaily, M., Ashour, L. and Abuhussein, T. (2023). The impact of electronic customer relationship management strategies on customer loyalty: A mediated model. *Journal of Open Innovation: Technology, Market, and Complexity*, [online] 9(4), p.100149. Available at: <https://www.sciencedirect.com/science/article/pii/S2199853123002512>.

Malhotra, N.K. and Agarwal, J. (2020). *Customer Relationship Marketing: Theoretical And Managerial Perspectives*. World Scientific.

Mandal, P.C. (2020). Achieving excellence in services marketing: roles in customer delight. *International Journal of Business Excellence*, 20(3), p.359. doi:<https://doi.org/10.1504/ijbex.2020.106366>.

Mau, S., Pletikosa, I. and Wagner, J. (2018). Forecasting the next likely purchase events of insurance customers. *International Journal of Bank Marketing*, 36(6), pp.1125–1144. doi:<https://doi.org/10.1108/ijbm-11-2016-0180>.

Mellinger, C.D. and Hanson, T.A. (2021). Methodological considerations for survey research: Validity, reliability, and quantitative analysis. *Linguistica Antverpiensia, New Series – Themes in Translation Studies*, [online] 19(1). doi:<https://doi.org/10.52034/lanstts.v19i0.549>.

Menidjel, C., Bilgihan, A. and Benhabib, A. (2020). Exploring the impact of personality traits on perceived relationship investment, relationship quality, and loyalty in the retail industry. *The International Review of Retail, Distribution and Consumer Research*, 31(1), pp.1–24. doi:<https://doi.org/10.1080/09593969.2020.1781228>.

Navarro, V.G., Gomez, H.G., Badenes, R.O. and Acosta, P.S. (2022). Customer relationship management and its impact on entrepreneurial marketing: a literature review. *International Entrepreneurship and Management Journal*, [online] 1(1), pp.1–41. doi:<https://doi.org/10.1007/s11365-022-00800-x>.

Omarjee, L., & Chiliya, N. (2021). Shoprite's market entry strategies and performance in Nigeria. *Journal of Business and Retail Management Research*, 15(2).

Omodan, B. (2022). A Model for Selecting Theoretical Framework through Epistemology of Research Paradigms. *African Journal of Inter/Multidisciplinary Studies*, 4(1), pp.275–285. doi:<https://doi.org/10.51415/ajims.v4i1.1022>.

Osterrieder, P. (2021). Customer Relationship Management and the Value Network. *Managing Industrial Services*, pp.115–133. doi:[https://doi.org/10.1007/978-3-030-72728-4\\_9](https://doi.org/10.1007/978-3-030-72728-4_9).

Pantano, E. and Viassone, M. (2015). Engaging consumers on new integrated multichannel retail settings: Challenges for retailers. *Journal of Retailing and Consumer Services*, [online] 25, pp.106–114. doi:<https://doi.org/10.1016/j.jretconser.2015.04.003>.

Perez-Vega, R., Hopkinson, P., Singhal, A. and Mariani, M.M. (2022). From CRM to social CRM: A bibliometric review and research agenda for consumer research. *Journal of Business Research*, [online] 151, pp.1–16. doi:<https://doi.org/10.1016/j.jbusres.2022.06.028>.



Portes, A., N'Goala, G. and Cases, A.-S. (2020). Digital transparency: Dimensions, antecedents and consequences on the quality of customer relationships. *Recherche et Applications en Marketing (English Edition)*, 35(4), pp.72–98. doi:<https://doi.org/10.1177/2051570720973548>.

Qi, J. “Miracle”, Wang, S. and Koerber, Jr, M.A. (2020). When do frontline service employees feel more grateful? *European Journal of Marketing*, 54(9), pp.2107–2137. doi:<https://doi.org/10.1108/ejm-06-2019-0496>.

Quach, S., Thaichon, P., Martin, K.D., Weaven, S. and Palmatier, R.W. (2022). Digital technologies: Tensions in Privacy and Data. *Journal of the Academy of Marketing Science*, [online] 50(1), pp.1299–1323. Available at: <https://link.springer.com/article/10.1007/s11747-022-00845-y>.

Quintão, C., Andrade, P. and Almeida, F. (2020). How to Improve the Validity and Reliability of a Case Study Approach? *Journal of Interdisciplinary Studies in Education*, [online] 9(2), pp.273–284. Available at: <https://www.ojed.org/index.php/jise/article/view/2026>.

Rane, N., Choudhary, S. and Rane, J. (2023). Hyper-personalization for enhancing customer loyalty and satisfaction in Customer Relationship Management (CRM) systems. *Social Science Research Network*. [online] doi:<https://doi.org/10.2139/ssrn.4641044>.

Reddy, S.R.B. (2021). Predictive Analytics in Customer Relationship Management: Utilizing Big Data and AI to Drive Personalized Marketing Strategies. *Australian Journal of Machine Learning Research & Applications*, [online] 1(1), pp.1–12. Available at: <https://sydneyacademics.com/index.php/ajmlra/article/view/8>.

San, W.H., Von, W.Y. and Qureshi, M.I. (2020). The Impact of E-Service Quality on Customer Satisfaction in Malaysia. *Journal of Marketing and Information Systems*, [online] 3(1), pp.46–62. doi:<https://doi.org/10.31580/jmis.v3i1.1452>.

Sarathy, R. (2022). *Enterprise strategy for blockchain : lessons in disruption from fintech, supply chains, and consumer industries*. Cambridge, Massachusetts: The Mit Press.

Shankar, V., Kleijnen, M., Ramanathan, S., Rizley, R., Holland, S. and Morrissey, S. (2016). Mobile Shopper Marketing: Key Issues, Current Insights, and Future Research Avenues. *Journal of Interactive Marketing*, 34(1), pp.37–48. doi:<https://doi.org/10.1016/j.intmar.2016.03.002>.

Shoprite (2024). *About us / Shoprite NG*. [online] Shoprite . Available at: <https://shoprite.ng/about-us/>.

- Sittrop, D. and Crosthwaite, C. (2021). Minimising Risk—The Application of Kotter’s Change Management Model on Customer Relationship Management Systems: A Case Study. *Journal of Risk and Financial Management*, [online] 14(10), p.496. doi:<https://doi.org/10.3390/jrfm14100496>.
- Soltani, Z., Zareie, B., Milani, F.S. and Navimipour, N.J. (2018). The impact of the customer relationship management on the organization performance. *The Journal of High Technology Management Research*, [online] 29(2), pp.237–246. doi:<https://doi.org/10.1016/j.hitech.2018.10.001>.
- Statista (2022). *Topic: Key Indicators of Nigeria’s Economy*. [online] Statista. Available at: <https://www.statista.com/topics/6440/key-indicators-of-nigeria-s-economy/>.
- Tabim, V.M., Ayala, N.F. and Frank, A.G. (2021). Implementing Vertical Integration in the Industry 4.0 Journey: Which Factors Influence the Process of Information Systems Adoption? *Information Systems Frontiers*. doi:<https://doi.org/10.1007/s10796-021-10220-x>.
- Thaichon, P., Liyanaarachchi, G., Quach, S., Weaven, S. and Bu, Y. (2019). Online Relationship Marketing: Evolution and Theoretical Insights into Online Relationship Marketing. *Marketing Intelligence & Planning*, 38(6), pp.676–698. doi:<https://doi.org/10.1108/mip-04-2019-0232>.
- Udeh, E., Duramany-Lakkoh, E.K., Bockarie, M.F. and Kollie, J.L. (2024). THE IMPACT OF CUSTOMER RELATIONSHIP MANAGEMENT ON THE FINANCIAL PERFORMANCE OF BANKS IN DEVELOPING COUNTRIES. *European Journal of Economic and Financial Research*, 8(2). doi:<https://doi.org/10.46827/ejefr.v8i2.1673>.
- Venkatesan, markets R., Kumar, V. and Reinartz, W. (2022). *Handbook of Business-to-Business Marketing*. Edward Elgar Publishing. doi:<https://doi.org/10.4337/9781800376878>.
- Venkatesan, markets R., Kumar, V. and Reinartz, W. (2022). *Handbook of Business-to-Business Marketing*. Edward Elgar Publishing. doi:<https://doi.org/10.4337/9781800376878>.
- Verhoef, P.C. (2021). Omni-channel retailing: some reflections. *Journal of Strategic Marketing*, [online] 29(7), pp.608–616. doi:<https://doi.org/10.1080/0965254x.2021.1892163>.
- Verhoef, P.C., Kannan, P.K. and Inman, J.J. (2015). From Multi-Channel Retailing to Omni-Channel Retailing. *Journal of Retailing*, [online] 91(2), pp.174–181. doi:<https://doi.org/10.1016/j.jretai.2015.02.005>.

Whitburn, D., Karg, A. and Turner, P. (2020). The Effect of Digital Integrated Marketing Communications on Not-for-Profit Sport Consumption Behaviors. *Journal of Sport Management*, 34(5), pp.417–434. doi:<https://doi.org/10.1123/jsm.2019-0306>.

White, L. and Van Dongen, K. (2017). Internationalization of South African Retail Firms in Selected African Countries. *Journal of African Business*, 18(3), pp.278–298. doi:<https://doi.org/10.1080/15228916.2017.1294884>.

Wiernik, B.M. and Dahlke, J.A. (2020). Obtaining Unbiased Results in Meta-Analysis: The Importance of Correcting for Statistical Artifacts. *Advances in Methods and Practices in Psychological Science*, 3(1), pp.94–123. doi:<https://doi.org/10.1177/2515245919885611>.

Willis, M.E.H. (2022). Critical Realism and Qualitative Research in Psychology. *Qualitative Research in Psychology*, 20(2), pp.1–24. doi:<https://doi.org/10.1080/14780887.2022.2157782>.

Zimmermann, R., Mora, D., Cirqueira, D., Helfert, M., Bezbradica, M., Werth, D., Weitzl, W.J., Riedl, R. and Auinger, A. (2022). Enhancing brick-and-mortar store shopping experience with an augmented reality shopping assistant application using personalized recommendations and explainable artificial intelligence. *Journal of Research in Interactive Marketing*, [online] 17(2). doi:<https://doi.org/10.1108/jrim-09-2021-0237>.

Zulyanti, N.R. and Irawan, M.R.N. (2023). Customer Relationship Management : Literature Review. *International Journal of Science, Technology & Management*, [online] 4(4), pp.884–892. doi:<https://doi.org/10.46729/ijstm.v4i4.881>.

## APPENDIX A

### Questionnaire

#### Questionnaire

Dear Participant,

Thank you for taking the time to participate in this survey. Your insights are invaluable to our study on the impact of Customer Relations Management (CRM) practices on product delivery and sales at Shoprite Holdings PLC, Nigeria. This research aims to explore how CRM strategies influence customer satisfaction, operational efficiency, and overall business performance.

**Instruction:** Please read each question carefully and provide your honest responses based on your experiences with Shoprite Holdings PLC.

#### Section 1: Demographic Information

**1 Gender:**

- ☐ Male
- ☐ Female

**2 Age:**

- ☐ 18-24
- ☐ 25-34
- ☐ 35-44
- ☐ 45-54
- ☐ 55 and above

**3 Educational Level:**

- ☐ High School Diploma
- ☐ Bachelor's Degree
- ☐ Master's Degree
- ☐ Doctorate

**4 Department:**

- ☐ Sales Department
- ☐ Customer Service Department
- ☐ Operations Management
- ☐ Marketing Department

**5 Years of Experience:**

- ☐ Less than 1 year

- 1-3 years
- 4-6 years
- 7-10 years
- More than 10 years

## Section 2: Consumer Interaction on Sales and product delivery

Select the appropriate

Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
6 Interacting effectively with consumers positively influences sales performance at Shoprite Holdings PLC, Nigeria.					
7 The feedback received from consumers significantly enhances product delivery processes at Shoprite Holdings PLC, Nigeria.					
8 Consumer preferences and insights are adequately considered in decision-making processes related to product delivery at Shoprite Holdings PLC, Nigeria.					
9 Regular consumer interaction sessions contribute effectively to improving overall product delivery efficiency at Shoprite Holdings PLC, Nigeria.					
10 Consumer Interaction is crucial for improving product delivery at Shoprite Holdings PLC, Nigeria.					

## Section 2: Information Sharing on Sales and product delivery

Select the appropriate

Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
11 Information sharing practices within Shoprite Holdings PLC, Nigeria are effective in enhancing product delivery.					

12	Timely and accurate information sharing positively impacts sales outcomes at Shoprite Holdings PLC, Nigeria.					
13	Information sharing fosters collaboration among departments and teams to achieve better product delivery at Shoprite Holdings PLC, Nigeria.					
14	Access to comprehensive information improves decision-making processes related to product delivery at Shoprite Holdings PLC, Nigeria.					
15	Information sharing initiatives at Shoprite Holdings PLC, Nigeria significantly contribute to adapting to market changes and customer demands.					

### Section 3: Long-Term Customer Relationships on Sales and product delivery

Statement		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
16	Building and maintaining long-term customer relationships is essential for enhancing product delivery at Shoprite Holdings PLC, Nigeria.					
17	Long-term customer relationships positively impact sales efficiency at Shoprite Holdings PLC, Nigeria.					
18	The trust and loyalty established through long-term customer relationships contribute significantly to repeat business and customer retention.					
19	Tailoring product offerings based on long-term customer relationships enhances overall customer satisfaction at Shoprite Holdings PLC, Nigeria.					
20	Long-term customer relationships at Shoprite Holdings PLC, Nigeria foster a deeper understanding of customer needs and preferences, leading to improved product delivery.					

### Section 4: Joint Problem-Solving Efforts on Sales and product delivery

Select the appropriate

Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
21 Collaborative problem-solving efforts between Shoprite Holdings PLC, Nigeria and its customers are instrumental in enhancing product delivery.					
22 Joint problem-solving efforts with customers significantly contribute to achieving sales success at Shoprite Holdings PLC, Nigeria.					
23 Involving customers in problem-solving processes improves overall product delivery effectiveness at Shoprite Holdings PLC, Nigeria.					
24 Customer input and collaboration in problem-solving initiatives lead to innovative solutions that benefit product delivery at Shoprite Holdings PLC, Nigeria.					
25 Engaging customers in joint problem-solving efforts fosters a sense of partnership and mutual success in product delivery at Shoprite Holdings PLC, Nigeria.					

#### Section 5: Role of Technology on Sales and product delivery

Select the appropriate

Statement related to Task Performance	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
25 Technology plays a crucial role in enhancing operational efficiency and product delivery at Shoprite Holdings PLC, Nigeria.					
27 The adoption of advanced technologies significantly improves sales operations at Shoprite Holdings PLC, Nigeria.					
28 Technological innovations enable Shoprite Holdings PLC, Nigeria to meet customer demands more effectively.					

29	Continuous technological upgrades enhance the speed and accuracy of product delivery processes at Shoprite Holdings PLC, Nigeria.					
30	Leveraging technology improves Shoprite Holdings PLC, Nigeria's competitive advantage in the market for product delivery and sales.					

## APPENDIX B

### THE DATA ANALYSIS ON THE IMPACT OF CUSTOMER RELATIONS MANAGEMENT (CRM) ON PRODUCT DELIVERY AND SALES: A CASE STUDY OF SHOPRITE HOLDINGS PLC, NIGERIA

AutoSave

Shoprite — Last Modified: 1h ago

Search (Cmd + Ctrl + U)

Home

Insert

Draw

Page Layout

Formulas

Data

Review

View

Automate

Comments

Share

Paste

Calibri (Body)

11

A

A

B

I

U

Wrap Text

General

Conditional Formatting

Format as Table

Cell Styles

Insert

Delete

Format

Sort & Filter

Find & Select

Sensitivity

Analyse Data

A12

2

2

Gender

Age

Educational

Department

Years of Exp.

Interactin

(The feeds

(Consumer

(Regular cc

(Consumer

(Informati

(Timely an

(Informati

(Access to

(Informati

(Building a

(Long-term

(The trust

(Tailoring

(Long-term

(Collabora

(Joint prot

(Involving

(Customer

(Engaging c

(Technolog

(The ad

1	Gender	Age	Educational	Department	Years of Exp.	Interactin	(The feeds	(Consumer	(Regular cc	(Consumer	(Informati	(Timely an	(Informati	(Access to	(Informati	(Building a	(Long-term	(The trust	(Tailoring	(Long-term	(Collabora	(Joint prot	(Involving	(Customer	(Engaging c	(Technolog	(The ad
2	1	3	2	1	2	4	4	4	3	3	5	4	4	3	4	5	4	3	4	4	4	4	3	3	4	4	
3	2	1	1	1	1	5	5	4	5	4	4	5	3	3	2	4	5	3	4	4	4	5	4	5	2	4	
4	1	2	2	3	1	4	3	2	4	5	2	1	3	2	4	5	3	4	5	1	4	5	3	4	2	5	
5	1	2	2	2	2	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	4	5	5	5	
6	2	2	1	4	4	5	4	3	5	4	5	4	3	2	5	5	4	3	2	5	5	4	3	2	5	5	
7	2	1	3	3	3	5	4	5	4	2	5	4	4	4	4	5	4	3	2	4	4	3	4	3	2	5	
8	1	2	4	1	2	4	5	4	2	5	4	4	2	4	5	5	5	4	3	5	4	4	5	2	4	2	
9	2	1	2	3	4	2	3	4	5	5	4	5	3	4	5	2	4	3	5	5	4	4	5	3	5	3	
10	2	1	3	3	4	2	4	5	5	3	3	5	4	5	3	3	5	4	3	5	2	5	4	5	3	5	
11	1	4	3	2	0	5	4	4	2	4	5	4	3	5	5	5	4	5	3	5	2	3	5	4	3	5	
12	2	2	2	4	1	5	4	3	2	5	2	5	3	5	4	2	4	3	5	3	5	4	3	5	5	2	
13	2	1	1	3	4	3	3	2	3	5	4	5	2	3	5	2	5	4	3	5	5	2	3	4	5	2	
14	1	2	1	1	3	5	3	5	3	5	5	3	5	3	5	2	5	3	5	2	5	4	2	5	3	5	
15	2	1	2	2	2	4	5	3	5	3	2	3	4	5	3	5	4	3	5	2	5	5	4	5	3	4	
16	1	1	1	4	1	3	3	4	5	4	5	4	3	5	4	5	3	4	4	4	5	4	5	4	3	5	
17																											
18																											
19																											
20																											
21																											
22																											
23																											
24																											
25																											
26																											
27																											
28																											
29																											
30																											
31																											
32																											
33																											
34																											
35																											
36																											
37																											
38																											
39																											
40																											
41																											
42																											
43																											
44																											

Ready

Accessibility: Investigate

100%



