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CUSTOMER SERVICE INTEGRATION AND BUSINESS PERFORMANCE IN THE TELECOMMUNICATION INDUSTRY IN NIGERIA

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Abstract
The purpose of this explanatory research is to evaluate the association between customer service integration and business performance in the telecommunication industry in Nigeria. This study used a structured questionnaire to elicit responses from respondents from the Telecommunication firms in Nigeria. Returned copies of questionnaire were analyzed using both descriptive and inferential statistics. Descriptive statistics was used to determine the mean and standard deviation of the distribution, while the Spearman rank order correlation co-efficient was used to ascertain the associations between the customer service integration and the dimensions of business performance in the telecommunication firms in Nigeria. The results of the study reported herein, shows that customer service integration associates with business performance in the Nigeria Telecommunication firms. It is the recommendation of this paper that managers of Nigerian Telecommunication firms should strengthen their practice of customer service Integration strategy as a paradigm shift from the isolated functional dependence. The study reported in this paper can be carried out in other industry; and also, in other culture to ascertain whether the same, similar or different outcomes can be achieved.

Introduction
The telecommunication facilities in Nigeria are handled by Nigerian communications commission (NCC), which is a parastatal in the ministry of communications. It was established by Decree No. 75 of 1992, which deregulated the telecommunications industry in Nigeria and is charged with the responsibility of regulating private telecommunications services, promoting fair competition as well as facilitating entry into the telecommunications market (TechTalkAfrica.com, 2013). Accordingly, the major players in the telecommunication industry in Nigeria are MTN Nigeria, Airtel, Globacom and Etisalat,(TechTalkAfrica.com, 2013), operating on the 900/1800 MHz (Megahertz) spectrum.

However, the telecommunication industry in Nigeria is confronted with various operational challenges to power and run the existing base of over 20,000 telecom towers (kumar, 2012). In his argument, Kumar (2012) notes that Nigeria is one of the countries with the lowest levels of grid power availability–at an average of 5 hours of availability per day. He went further to argue that the country's MNOs and tower companies are forced to shift to alternate sources for primary and backup power, with diesel generators being the default choice for backup power at the moment. This has in effect distorted efficient service delivery and hence impacting on the business performance of the firms in this industry. Thus, this study will examine the impact of sales integration and business performance in telecommunication firms in Nigeria. The next section discusses the theoretical foundations of the study.

Theoretical foundation of customer service integration.
Customer service is central to the implementation of a market orientated philosophy or customer focused strategy both necessary in gaining and sustaining competitive edge. Competition built solely on the traditional marketing programme is not as successful as those complemented by a well-crafted customer service outfits which ensures a positive customer value perception of the organization and provides a rich source of customer information necessary for sustained competitive performance. In this regard, Hulbert *et al* (2003:223) contend that "there is overwhelming evidence that a well-designed and executed customer service - whether provided before or after purchase - is a significant source of competitive advantage". This view in our opinion cannot be contradicted, since it ignited the structural changes that made possible the movement of customer service out of the managerial basement where it has languished for years. Having restructured, the challenge therefore is to improve delivery of the perceived values customers are seeking and to build the next generation of value derivers (Hulbert *et al*, 2003).

Building the next generation of value drivers is in essence a call for the integration of the best in value creation and the best in value delivery strategies. Ulrich (1997) suggests that service-based advantages rest on unique behavioural systems that typically reflect a carefully designed combination of recruitment, training, development, and rewards which provide a secure competitive advantage because they are extraordinarily difficult for competitors to emulate. This perspective indeed locates customers service primarily within the purview of human resource engineering, since customer service is human based. It is indeed the ability to provide the kind of support to company's product that adds value in the customers' eyes. It is noted that figuring out what services really matter to customers and focusing resources on those services, has incredible power potential. Obviously the customer service superiority is a more quickly accessible competitive weapon than many others; for instance, one may not be able to hike product quality overnight, but surely one can leverage customer service (Hulbert *et al* 2003). Customer service has been very useful as not only a major defensive weapon for retaining customers, but also as an offensive weapon and resource for gaining insights into customers priorities and preferences. Poor customer service can lead to unintended demarketing efforts, while alienated service employees in turn can jeopardize customer relationship, even changing customers into terrorists (Jones *et al*, 1995). Most often, it is observed that aggrieved customers are going public with their complaints on the internet.

The root of this is the creation of customer expectations through relationship marketing, quality, and services based competitive strategies, that the company simply cannot fulfill. In fact, the gap between customer expectations and service delivery has become the basis of a powerful way of managing customer service (Parasuraman *et al*, 1985). But a well-crafted customer service strategy offers enormous benefits to the company in achieving competitive leverage. Hulbert *et al* (2003) note that rather than being a stepchild, with at best a secondary position in management thinking, customer service is now likely to be playing an important strategic role. Many companies use customer service as the main plank of their business strategy or at least as a key element, for instance, British Airways which had been a poorly managed state-owned airline, relied on superiority in customer service to achieve global impact and high profitability as the world's favourite Airline. Singapore Airlines, Four Seasons, Fedex, Kwik-fit, Nordstrom, and Fidelity, leveraged on customer service to achieve success, (Hulbert *et al*, 2003).

It is therefore trite to state that customer service integration with marketing is for good effect. Companies that realize that customer service is only of high quality if it increases customer value may have a substantial competitive edge. Superior customer service (i.e. it provides the service that matter to customers) has major payoffs which include higher level of customer satisfaction, faster adoption of innovations, significant repurchase levels, and positive word of mouth recommendations to other buyers. This is significant because there are few areas where total integrated marketing can have greater input than in customer service but the effects are not always obvious (Hulbert *et al*, 2003). Improvement in costs and performance of information technology has made it possible to identify customers and conduct studies on factors that influence their decisions.

This has brought to the fore the strategic role of customer service. In addition the refocusing of the quality movement on customer driven definitions of quality has highlighted the role of service in delivering customers service satisfaction. And more significantly, the increase in competitive intensity has led firms to concentrate on getting all aspects of their offer right. Interestingly, as core products reach competitive parity, the emphasis often shifts to competing on customer service levels (Hulbert *et al*, 2003). Total integrated marketing demands that managers look at customer's service efforts as strategic investments to build and sustain a long term market position. Customer service priorities should reflect clear market strategy goals that deliver on superior customer value. Extant literature has clearly demonstrated the leveraging of customer service in creating enduring superior customer value that manifest in increased sales and profit.

This relationship between marketing and customer service that has been literarily portrayed as significant attracted our research interest and prompting the question as to whether the marketing/customer service integration positive effects on sales and profit as stated in extant literature can be replicated in the Nigerian business environment. The concept of business performance is discussed next.

The concept of business performance

The dependent variable of this study is business performance which in our view is predicted by Total Integrated marketing. It is a construct that helps to determine the well-being and status of firm and requires a multidimensional scale in its measurement because it involves multidiscipline and cross functional aspects of the organization (Nwokah, 2006). Performance measurement is described as a process of organizational processes and applications designed to optimize the execution of business strategy (Nwokah, 2006). The essence of this excursive is to check on the outcome of strategy implementation and appraisal to identify areas of improvements.

There are scholarly opinions in the evaluation of business performance. Nwokah and Maclayton (2006) suggest that business performance is the achievement of financial and operational business goals. Business performance helps to determine the status of an organization as compared to its competitors. Several indicators are used in knowing the performance status of a firm. Business achievements or attributes are identified as strong financial result satisfied customers and employees, high levels of individual initiative, productivity and innovation, aligned performance measurement and reward systems. Slater and Naver (1994) used ROI, sales growth and market share in the evaluation of market performance.

In their work, Nwokah and Maclayton (2006) argued that the current business performance is operationalized by 12 items notably, sales growth, customer retention, ROI, market share, getting important and valuable information, ability to obtain bank, ability to obtain better terms in loan, ability to obtain governmental approval, shorten the time for governmental approval, contact with important persons, ability to secure local resources (electricity, human resources) and lastly motivating employees. These away of suggested indicators leave the issue of performance measures open ended. The Nigerian Telecommunication industry is ridden with competition. This study therefore used market share and sales growth as business performance metrics in the Nigeria telecommunication industry.

Business Performance is a construct that helps to determine the status of an organization as compared to its competitors. Performance is defined as the act of performing; of doing some things; using knowledge as distinguished from merely possessing it, and any recognized achievement (Oxford Dictionary, 2000). Epstein, (2004) suggests that performance can refer to either the 'ends' (results) or the 'means' (actions) that produced the ends. Profit, which is an ends performance, is seen as historic in nature because it occurs before being reported. Slater and Naver, (1994) used Return on Investment (ROI), sales growth and market share as measures of Business Performance. Equally, Yan et al (2000) suggest that a current business performance measures includes 12 items viz; sales growth, customer retention, return on investment, market share, getting important and valuable information, ability to obtain loan, ability to obtain governmental approval, contact with important persons, ability to secure local resources and motivation. From the long list above, it appears there is no agreement or end to business performance indicators. However, suffice it to say that Business Performance can be finance-based (profits): market-based (market share) or a combination of these. In the same vein Venkatramen *et al*, (1986) opine that business performance is the achievement of financial and operational business goals. In line with these views, we are considering organizational profits and market share as indicators of business performance in the TIM construct of Nigeria Telecommunication Industry because, ultimately, market share and profit seem to be prime indicators of organizational success and performance.

Sales growth

Sales growth is described as a very strong indicator of marketing and thereby business performance. The competitiveness of business organizations are evaluated by the rate of sales growth. Innovations or inventions impact on profits positively via sales growth. Sales growth therefore is particularly a meaningful indicator of the financial performance of a firm (Nwokah, 2008). Sales growth is achieved by annual addition to previous sales figures. Precisely, the amount of a company derives from sales compared to a previous, corresponding period of time in which the latter sales exceed the former. However this increment may or may not be equally. In a general note how, it indicates a relative measure of changes in sales over recorded periods. These periods are either affected by price or volume or both. Other controllable or uncontrollable factors may affect variation in sales figures e.g. seasonal variations, income level, quality, changes in taste, changes in technology, company's values etc.

Market Share

Market share is the percentage or proportion of the total available market or market segment that is being served by a company. McGrath and Micheal (2007:46) argued that "market share is a subset of a market formed by the supply/demand equilibrium for the marketer's specific offering and the level or incidence of market access created by the marketer's distribution channels for that offering and the level of incidence of market recognition (awareness) of a given marketer and/or that marketer's distribution channels as a source of supply for the said offering." Market share is indeed the share of the industry's market potential that is retained by a firm in that industry. It is expressed by the proportion of the market that the firm is able to capture (Neely, 1998). It equally expresses the company's sales revenue realized from that market, or as a company's unit sales volume (in a market) divided by total volume of units sold in that market stated as:

$$\text{Market Share} = \frac{Firm's\ Sales}{Total\ Market\ Share}$$

Market share is adjudged one of the best measures of business performance because it abstracts from industry-wide micro-environmental variables (Nwokah and Maclayton, 2006). Other measures include economies of scale, ROI, ROA, profit, sales growth, reputation and increased bargaining power.

While retaining customers, Mack (1996) suggests three ways to follow in increasing market share viz: tailor products, prices and packaging for major customer segments; the management structure of the organization must change so that regional executives play a larger role in responding to local markets and major customer segments; and separate brand families when distribution models are deployed to serve specific segments of the markets. Market share as a measure of business performance is achieved mostly through customer satisfaction and retention. For this to happen, Mack (1996) suggests the following; reinforced customer loyalty by making present customer feel they are part of the business, providing a focal point of differentiation and thus giving prospective customers a reason to choose their brand; optimizing media presence so that the effect of our total communication programmes are greater, and finally brand image should motivate the company and stakeholders. The overview of the Nigeria telecommunication is discussed next.

Telecommunication

Nowadays, it is no longer news that access to and the effectiveness of telecommunication infrastructure enhances business performance. On a micro level, firms are known to have leveraged on telecommunications to build global business empires and at the national level there is a causal link between good telecommunication and economic growth. Telecommunication is the science and technology of sending and receiving information such as sound, visual images or computer data over long distances through the use of electrical, radio, or light signals, using electronic devices to encode the information as signals and to decode the signals as information (the American Heritage Science Dictionary 2009). It also means communication between parties at a distance from one another especially by the use of telephone. The telecom solution expert (2009) defines it as the transmission of information, as words, sounds, or images, usually over great distances, in the form of electromagnetic signals, as by telegraph, telephone, radio, or television. This capability of transmitting or communicating at a distance has made telecommunication an imperative for successful business operation. It is indispensable in negotiating and acquiring inbound resources and moving outbound goods and services. A business needs to communicate with all its publics for different purposes and reasons to remain relevant. The next section discusses the methods and findings of this study.

The study

This explanatory study adopted a correlational type of investigation to ascertain the association between customer service integration and business performance in a non-contrived setting. The unit of analysis was the different units/departments of all the telecommunication firms in Nigeria. This cross-sectional survey had a minimal interference with the process of the study (Bryman and Bell, 2003, Nwokah and Ahiauzu, 2008).

The study sample is made up of the major Global System for Mobil communication(GSM) network providers operating on the 900/1800 MHz spectrum, viz; MTN Nigeria, Globacom, Etisalat, and Airtel, (Jidaw.com, 2009; TalkTechAfrica.com, 2013). According to the Front Desk Officer at NCC, these major companies have spectrum specific frequencies and enjoy separate dialing, large market base, different services, and wider reach which in all provide them with distinctive competitive edge. Other minor operators use Code Division Multiple Access, (CDMAs), which employs engineering technique known as Multiplex,(that allows a group of firms to run signals using common channels) in serving their Niches. Bearing in mind that not all category of workers of these major companies are intellectually and officially qualified to understand and attend to the research instrument because some of the issues require knowledge of strategic decisions, the sample elements comprised all the managers or units heads of the 28 departments/basic work units, of the four (4) major and functional telecommunication companies in Nigeria.

In this study structured questionnaire was used as the source of the primary data. The preference for this method is hinged on the survey design of this study. Copies of questionnaire were therefore distributed to the 28 units/ department heads of the four, (4) major telecommunication firms. The unit/department heads are deemed appropriate because of the strategic content of the instrument which could only be responded to by the unit heads because of their positions in the firms.

Reliability

The study instrument was adapted from Paiva *et al*, (2009), Dominique *et al* (2010) and Monagh (2009). For domestication, the instrument was further subjected to test through academic scrutiny and pilot study. The instrument was further subjected to reliability test with the Statistical Package for Social Sciences (SPSS) version 20.0 with a thresh hold of 0.7 Cronbach Alpha set by Nunally's (1978). Table 1 shows the reliability results of the variables

Table 1 Reliability test of customer service integration and business performance.

Customer Service Integration	0.785
Sales Growth	0.765
Market Share	0.744

Source: SPSS 20.0 outputs based on 2014 field survey data

As can be seen in Table 1, all the dimensions used in this study are reliable and thus, are used for further statistical analysis.

Findings with Descriptive Statistics

The descriptive analysis of customer service integration is expressed in five items questions. The descriptive study of the five items is discussed next.

Table 2 Customer Service Integration.

S/N	Items	Mean	Std. Dev.
1	Customer service department is well structured and identifiable as an integral part of my organization.	4.75	0.44
2	A well-crafted and executed customer service, before or after purchase, provides competitive edge for marketing	4.85	0.37
3	Identifying services that are value drivers and executing them provides marketing leverage and impacts on business performance.	5.00	0.00
4	Customer services provide insights into customer priorities and preferences that elicit best marketing practices and value delivery	4.90	0.31
5	A well-developed customer service strategy offers enormous payback/benefits in achieving competitive advantage.	4.90	0.31

As can be seen in Table 2 respondents agree on the structure that recognizes customer service as distinct and integral part of the organization with a high mean score of 4.75. The second item shows respondents agreement on the need for a well-crafted and executed customer service before or after purchase as a means of overcoming and gaining competitive edge. This has a high mean score of 4.85. Respondents equally agree that identifying services that are value drivers and executing them provides marketing leverage that impact positively on business performance. This has a very high mean score of 5.00. The respondents agree that customer service provides immense understanding of customer preferences that enhance marketing best practices and value delivery. This has a high mean score of 4.90. On the fifth item respondents are of the view that a well-developed and applied customer service strategy ensures competitive victory and greater returns on invested capital with a high mean score of 4.90.

Association between Customer Service Integration and Business Performance

The result of the Spearman Rank Order Correlation on the association between Customer Service Integration and Business Performance is presented next.

Table 3 Association between Customer Service Integration and Business Performance

Correlations

			Customer Service Integration	Market Share	Sales Growth
Spearman's rho	Customer Service Integration	Correlation Coefficient	1.000	.210	.618**
		Sig. (2-tailed)	.	.374	.004
	Market Share	Correlation Coefficient	.210	1.000	.479*
		Sig. (2-tailed)	.374	.	.033
	Sales Growth	Correlation Coefficient	.618**	.479*	1.000
		Sig. (2-tailed)	.004	.033	.

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

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

Source: Survey Data, 2014 and SPSS Version 17 statistical output

Table 3 is the result of the correlation analysis and indicates that there is a significant association between customer service integration and market share and sales growth. Customer service integration is significantly associated with market share (rho: 0.210, $p = 0.374 > 0.05$). Customer service integration is significantly correlated to sales growth (rho: 618, $p = 0.004 < 0.05$). On the basis of this result therefore, there is a significant positive relationship between customer service integration and sales growth and a weak association between customer service integration and market share based on the adoption of a 95% confidence interval implying a 0.05 significant level. Consequently, we state that there is no significant positive association between customer service integration and market share. However, there is a significant and positive association between customer service integration and sales growth.

Discussion

Significant and Positive Association between Sales Integration and Business Performance

The result of the Spearman Rank Order analysis in Table 4.34 shows that there is a statistical significant association between total integration marketing dimension of customer service integration and one of the measures of business performance notably sales growth and weak association with market share. The result shows that there is a statistically weak association between customer service integration and market share (rz . 210, p =374>0.05). The correlation coefficient represents a weak correlation, which implies a definite but weak association. This means that customer service integration has a weak but positive association with market share. In our competitive business environment, customer service remains the last frontier to benefit from improved services. Not surprising therefore that it contributes lowly to the growth of market share. This weak and low association of customer service and market share may be attributed to the nature of services rendered by the telecommunication firms which has remained everything but satisfactory.

Table 4.34 also contains the statistically significant association between customer service integration and sales growth ($r = 618$, $P = .004 < 0.05$). The correlation coefficient represents a moderate correlation signifying substantial association. In other words, customer service integration is greatly associated with market share. It implies that when customer service integrates with marketing, sales growth is enhanced and business performance is achieved. Our finding from the foregoing is that:

1. The telecommunication companies effective and meticulous adoption of the marketing/customer service integration strategy results in the establishment of a platform for operation of customer service/market share positive association.
2. The telecommunication companies' effective and efficient deployment of the strategy of customer service integration conduces to a significant and positive customer service/sales growth association outcome.

Our study also found a weak positive association between customer service integration and business performance. Managers in the Nigerian Telecommunication firms show a weak propensity to adopt and practice the customer service integration in the attainment of their market share objectives.

However, the managers exhibited a significant involvement in the use and practice of customer service in pursuit of their sales growth objectives. The weak association with market share negates the theoretical underpinnings of customer service integration strategy which is central to the implementation of a market oriented philosophy or customer focused strategy both necessary in gaining and sustaining competitive edge. Hulbert, et al (2003) contend that there is overwhelming evidence that a well-designed and executed customer service whether provided before or after purchase is a significant source of competitive advantage. Service based advantage are achieved through unique behavioural systems that typically reflect a carefully designed combination of recruitment, training, development, and rewards which provides secure competitive advantage because they are extraordinarily difficult for competitors to emulate. Managers of Telecommunication firms will do well therefore to fully leverage on the peculiar features of customer service strategy in gaining and maintaining market share. This is a must do because poor customer service can lead to unintended demarketing efforts, while alienated service employees in turn can jeopardize customer relationships, even changing customers into terrorists (Jones et al, 1995). This assertion is very instructive for the managers of Nigeria Telecommunication firms as aggrieved customers are going public with their complaints on the internet.

Complaints arise because of the creation of customer expectations through relationship marketing, quality, and services based competitive strategies that the company simply cannot fulfill. Customer service deficiency is now being managed by filling the gap between customer expectations and service delivery (Parasuraman et al 1985).

The weak association between customer service integration strategy and market share in the Nigeria Telecommunication industry indicates that this gap is yet to be properly managed because a well crafted customer service strategy offers enormous benefits to be company in achieving competitive leverage. Many companies harvest this potential and use it as the main plank of their business strategy or at least as a key element, for instance, British Airways which was a poorly managed state-owned airline relied on superiority in customer service to achieve global impact and high profitability as the world's favourite airline increasing its market share and sales growth.

Singapore Airlines, Four Seasons, Fedex, Kwik-fit, Nordstrom, and Fidelity leveraged on customer service to achieve success (Hulbert et al 2003).

Furthermore, an efficient appropriation of marketing-customer service interface has always produced good effect. It pays off more if managers realize that customer service is only of high quality if it increases customer value and such firms may have a substantial competitive advantage. Superior customer service has been associated invariably with high levels of customer satisfaction (Leading to sales growth), faster adoption of innovations, significant repurchase levels and positive word of mouth recommendations to potential buyers (Hulbert et al 2003). Hulbert et al (2003) further contend that this is significant because there are few areas where Total Integrated Marketing can have greater input than in customer service but their effects are not always obvious.

In advanced economies, companies leverage on effective customer service to maintain competitive edge. Especially when core products are on competitive parity, customer service comes to the rescue in winning competitive battles.

In our own clime and especially in the telecommunication industry, customer service delivery is still a far-cry and far from customer expectation. The age of the industry equally accounts for the level of customer service delivery since it is more or less an augmented product. This particular empirical finding is against the position of extant literature on customer service and Business Performance.

Hulbert et al (2003) observe that there is overwhelming evidence that a well-designed and executed customer service whether provided before or after purchase is a significant source of competitive advantage.

Obviously, the customer service superiority is a more quickly accessible competitive weapon than many others; for instance, one may not be able to hike product quality overnight, but surely one can leverage customer service (Hulbert et al, 2003). This finding represents a substantial addition to the knowledge base regarding customer service and Business Performance construct.

It is apparently more significant to note that the increase in competitive intensity has led firms to concentrate on getting all aspects of their offer right. Importantly as core products reach competitive parity, the emphasis often shifts to competing on customer service levels (Hulbert, et al 2003). The recourse to customer service offers is strategically important since it provides the competitive lifeline at the stage of product maturity. The integration between marketing and customer service appear to be the elixir in gaining and maintaining business performance metrics.

Conclusion

The survey results suggest that a valid instrument for measuring the customer service integration and marketing performance of Telecommunication organizations in Nigeria has been developed. Customer service integration can be measured using 5 questionnaire items which demonstrate content, criterion and construct validity. A customer philosophy includes management recognition of the importance of designing the company to serve the needs and wants of chosen markets, management development of different offerings and marketing plans for different segments of the market and management decision to take a whole marketing system view (suppliers, channels, competitors, customer, environment) in planning its business. An integration and control of the major marketing functions include a high-level of marketing integration and control of the major marketing functions, marketing management working well with management in research, manufacturing, purchase, physical distribution, and finance; and Management usually having full knowledge of the sales potential and profitability of different market segments, customers territories, products, channels and other sizes. Adequate marketing information include regularly conducting marketing research to study customers, buying influences, channels and competitors; management having full knowledge of the sales potential and profitability of different market segments, customers territories, products, channels and other sizes; effort is expanded to measure the cost-effectiveness of different marketing expenditures. Strategic orientation consists of management developing an annual marketing plan and a careful long-range plan that is updated annually; the quality of current marketing strategy is clear, innovative, data-based and well-reasoned; management formally identifies the most important contingencies and develops contingency plans. Operational efficiency include marketing thinking at the top are communicated and implemented down the line; management doing an effective job with the marketing resources; management showing a good capacity to react quickly and effectively to on-the-spot development.

From the foregoing therefore, we conclude that:

1. As the managers of Nigerian Telecommunication firms adopt and improve their practice of customer service integration strategy, increases in market share potentials can be achieved. This is could be achieved if all the various units and departments in the organization integrate their efforts to ensure that the wants satisfying goods or services are provided to the customers.
2. As the managers of the Nigeria Telecommunication firms adopt and practice customer service integration strategy, their ability to achieve sales growth is significantly increased.

Recommendations/ Suggestion for further study

This paper has sought to contribute further to knowledge concerning customer integration and business performance by applying the established marketing effectiveness model to corporate organizations in Nigeria under somewhat unique circumstances. However, in furtherance to the realization of set objectives, we make the following recommendations:

1 Organizations in Nigeria should always create a customer Intelligence unit to regularly monitor the activities of customers and to evaluate the organizations actions in line with that of customers

2 Management must consistently motivate its Intelligence team so that it will analyze the customer's needs, seek to satisfy them, and try to adapt the products to these needs, react to competitors' actions and responses.

3 Management should also work in collaboration with other workers in the company and share information about customers and competitors with these workers.

4 Research efforts in the future should consider certain themes and issues that have emerged from this paper. In line with-this, attention could be devoted to examine the relationship of these constructs in other cultural environments other than Nigeria

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