

Customer Relationship Management and Brand Loyalty: An Exploration in the Bakery Context in Delta State

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Abstract

The research investigated the impact of customer relationship management strategy on brand loyalty to bakeries in Delta State. The study employs a cross-sectional research technique. The study sample employed in this study constitutes 314 customers of bakeries in Asaba Delta State. The sourced data for this current study were derived with the aid of a structured questionnaire. Spearman rank correlation and Descriptive statistics were used to analyse the sourced data. Findings showed that interpersonal interaction strategy ($r = 0.691$), and trust-building strategy ($r = 0.584$) positively correlate with brand loyalty. The study demonstrated that customer relationships are significantly positively correlated with brand loyalty. The study recommended that firms establish clear and consistent communication channels with customers. Keep them informed about changes, updates, and promotions.

Keywords: customer relationship management strategy, brand loyalty, interpersonal interaction strategy, trust-building strategy, bakeries

Introduction

In the current competitive world of business, organisations are persistently pursuing strategies to maintain customer retention and cultivate brand loyalty (Kumar et al., 2022). customer relationship strategy has become an essential component of marketing, enabling businesses to establish and sustain robust relationships with customers (Trainor et al., 2022). Effective customer relationship strategies and tactics can lead to increased customer satisfaction, loyalty, and retention (Harris & Goode, 2022). Brand loyalty, in particular, is a critical outcome of a successful customer relationship strategy (Kumar et al., 2022). Assessing the connection between customer relationship strategy and brand loyalty is crucial for businesses seeking to maintain a competitive edge. Currently, organisations are highly concerned about their customers and the management of customer relationships. Most companies strive to cultivate strong customer relationships, which translates to enhanced service, thereby discouraging customer disloyalty. In contemporary commerce, the customer is regarded as pivotal, and customer relationship management has emerged as a central focus of every business's marketing strategy (Rahman, Dey, & Al-Amin, 2019). To maintain ongoing profitability and remain competitive in today's business environment, organisations must prioritise customer desirability and adopt a resolute attitude essential for fostering customer trust to retain existing customers. The most crucial and lucrative strategy for retaining and managing customers is CRM. CRM has been emphasised as a crucial strategy for gathering, analysing, and understanding vital customer information, employing this data to enhance marketing decisions (Rajput et al., 2018). In the current dynamic market, smart companies cultivate and

sustain relationships with current and prospective customers to improve profitability and address competitors' tactics (Choi & Lee, 2022).

Relationship marketing is a crucial strategy that a marketing organisation can utilise to cultivate enduring connections between its customers and stakeholders. The process involves managing comprehensive information about each customer and meticulously overseeing all customer touchpoints to enhance their loyalty. This is achieved by providing a consistently satisfactory service that meets or exceeds the customer's anticipated requirements. Every organisation possesses existing and potential customers, and to meet these demands, businesses must cultivate a sustainable, long-lasting relationship with the stakeholders of their business (Anyionu, 2021). Relational exchange refers to a scenario in whereby the seller and buyers are interconnected through economic and social ties, wherein the transaction of goods and services constitutes only a minor aspect of their broader interaction. Customers convey their discontent with companies when their expectations are unmet. Service providers should value such complaints to prevent customers from transitioning between brands.

In a world characterised by fierce competition, elevated consumer expectations, and volatile taste switches, it is rapidly challenging for both product and services-inclined organisations adhering to the responsive marketing philosophy to prosper. According to Ghosh and Datta (2023), businesses must consistently cultivate, foster, advocate for, and enhance mutually beneficial and value-rich relationships with customers to sustainably improve their competitive advantage. This acknowledgement by business entities has resulted in the development and expansion of relationship-oriented marketing, a marketing concept that prioritises high-quality customer relationships (Hassan et al., 2023). Kim and Lee (2022) assert that relationship marketing involves establishing enduring connections with customers that ensure sustained satisfaction and retention. Instead of aiming for a singular transaction, relationship-oriented marketing seeks to cultivate brand loyalty by delivering high-standard services and products that effectively address the peculiarities and demands of the target market (Kaur and Sood, 2022).

The heightened competition in the business landscape has compelled numerous firms to implement strategies that ensure their continued relevance. Enhancing customer satisfaction is an essential element of an industry's value and a reliable strategy for successful business operations, fostering customer loyalty, retaining clients, and augmenting allegiance.

Several scholars have researched the effects of customer relationship strategy (Hilda and Audu 2021; Olunuga and Adekoya 2021; Tangaza, and Bello, 2021; Fraihat et al., 2023 on brand loyalty and firm performance. Nevertheless, none of the studies conducted to date have taken place in bakeries in Delta State, Nigeria. Although the findings of these studies were deemed conclusive, none employed or integrated both proxies of the customer relationship strategy utilized in the present study simultaneously; they either utilized one or two proxies such as customer identification, customer acquisition and

customer analytics or combined them with other variables not included in the current research. Furthermore, none of the studies concentrated on bakeries in Delta State. But most firms especially bakeries are yet to take cognisance of customer relationship management strategy, this has led to the loss of customers to their competitors. This underscores the need for additional research on the potential correlation between customer relationship strategies and brand loyalty among bakeries in Delta State, Nigeria. The subsequent research objectives were formulated.

- i. Determine the extent to which interpersonal interaction between bakeries and their distributors affects brand loyalty.
- ii. Ascertain the effect of trust-building on brand loyalty of the distributors of bakeries.

Review of literature

Concept of customer relationship management strategy

Customer Relationship Management (CRM) signifies a transition in corporate strategy from a product-inclined model to a customer-inclined paradigm (Anyionu, 2021). Traditionally, business strategies centred on the product offering or service, while marketing sought to persuade consumers to buy. This metamorphosis alongside the progression of communication technologies, and innovative information in business organizational structures has culminated in what is presently referred to as CRM, which alters the dynamics between enterprises and buyers (Kim & Lee, 2022). The objective is to generate satisfaction for customers, comprehend their requirements, and provide value-inclined services (Kim & Lee, 2022). CRM lacks a singular definition, the concept of CRM has been examined through various academic-oriented disciplines, including Marketing, Strategic Management, Information Technology and Business Management (Migdadi, 2020). Consequently, CRM transcends mere technology, an effective CRM inclusion necessitates a cohesive and balanced strategy involving personnel, processes, and technology. Notwithstanding these varied methodologies, numerous definitions concur that the primary domains of CRM encompass, sales, marketing, and post-sales services (Sun & Wang, 2022), to foster enduring connectivity with customers to create value-oriented relationships between the firm and its customers. Consequently, CRM offers numerous advantages to both the customers and the firm, including heightened customer satisfaction, improved service, refined customer connectivity, and service (Sharma & Kumar, 2023).

Salem (2021) defines customer relationship management (CRM) as the aggregation of strategies implemented by organizations to oversee, analyse, and comprehend customer behaviour throughout the customer life cycle with the firm. The objective of the interaction is to enhance customer service, thereby fostering retention of customers and stimulating sales expansion. Hilda and Audu (2021) opine that CRM denotes the establishment of a framework capable of aggregating customer-oriented information across various channels of interaction between the customer and the organization. The

method for evaluating customer data may involve the firm telephone communication, the firm's specialized websites, direct chat, direct message through email to customers, and available social media platforms. CRM refers to the various strategies organizations utilize to attract, acquire, retain, and maintain customers. It is a comprehensive set of intentional strategies employed by organizational drivers to transform an ordinary customer into a fantastically loyal being. The ultimate goal of an effective CRM is the provision of satisfaction to the customer. In the literature, the definition of customer relationship management practices differs among organizations, encompassing elements such as reliability, responsiveness, empathy, and customer relationship, among others (Wang et al., 2023).

Dimensions of Customer Relationship Management

Two out of the various components of customer relationship management were explored in this study. They are interpersonal interaction and trust building. They are subsequently discussed below.

Interpersonal Interaction

The concept of interpersonal relations has garnered significant attention across various academic disciplines and business outlets in recent decades (Wang et al., 2023). Interpersonal interaction is considered a means of cultivating consumer relationships, improving corporate image, and offering benefits for enterprise-oriented marketing (Wang et al., 2023). Nugroho (2019) believes that in the prevailing e-commerce-driving business environment, firms have increasingly acknowledged the importance of interpersonal relationships and are striving to address consumers' identified needs. In this mode, interpersonal interaction is regarded alongside presence to augment consumer-oriented value and facilitate value-oriented exchange. Furthermore, interpersonal relation enhances the favourable perception of enterprises' products and services among consumers. Also, it enhances brand awareness, fostering and solidifying a reliable, loyal customer level for firms (Wang et al., 2023). Consequently, interpersonal relations are crucial for both firms' marketing and consumer behaviour (Odili et al., 2020). Four fundamental principles should be recognized when contemplating interpersonal communication. These principles elucidate the essence of interpersonal relations and aim to enhance comprehension. Interpersonal interaction. If well incorporated into the routine activities of bakeries and other products and service-oriented businesses, it will cultivate an improved corporate image, offer benefits for enterprise-oriented marketing and solidify customer loyalty.

Trust Building

Trust is cultivated between consumers and firms when consumers perceive the company as dependable and principled. According to Zhang et al. (2023), customer trust is enhanced by the company's predictability. Furthermore, how companies provide their services significantly impacts customer confidence and trust. Consequently, when a company delivers its services with care and empathy,

consumer confidence increases, thereby fostering trust between the two parties (Kaur & Sood, 2022). Engagement is promoted when a relationship is founded on trust and commitment. Trust enables customers to connect through identification, affiliations, and attachments, thereby strengthening their relationship with the firm.

Loyalty and trust are evident indicators that competitiveness is recognized and valued. Open innovation is one of the most promising strategies for fostering contemplation regarding competitive advantages. Consequently, openness, transparency, and information dissemination regarding the pronounced innovation-oriented process must encompass customers and other stakeholders of the firm. The open innovation model necessitates reciprocal respect among the parties, allowing for flexibility and autonomy while maintaining a collective commitment to process innovation (about the product) or experiential innovation (of the brand). Customer trust is a fundamental element of relationship marketing. It is a challenging reality that can be lost in mere seconds. (Ghosh & Datta, 2023). Brand trust mitigates customer uncertainty and susceptibility (Chaudhuri & Holbrook, 2019). Conversely, customers lacking trust in the brand exhibit neither loyalty nor commitment to the organisation's products and services (Kaur & Sood 2022). Loyalty is manifested through repeated purchases, purchase volumes, and the readiness to pay the price (Chaudhuri & Holbrook, 2019). In consumers' daily lives, brands are omnipresent, forming psychological and behavioural connections with values derived from consuming a firm product, from which trust and loyalty towards brands and organisations are gradually developed (Kaur & Sood, 2022). Several authors, such as Li and Li (2023), and Dazagbyilo et al., (2021) show that trust positively correlates with customer loyalty. According to Helfer, Sharma, and Kumar (2023), brand loyalty is a primary factor elucidating the relationship between the brand and the consumer. When bakeries and firms deliver their services with care and empathy, consumer confidence increases, thereby fostering brand loyalty.

Brand Loyalty

Acquiring and sustaining brand loyalty can be challenging, as customers content with a service may still switch to alternatives perceived to offer convenience, quality and superior value. Brand loyalty manifests in a situation where the consumer remains devoted to a specific enterprise and its brand or product. This compels the customer to continue to purchase the products of the firm, regardless of the marketer's inferior product, pricing, or delivery service. Loyalty connotes the cultivation of a favourable memory with an individual, prompting the person to return repeatedly based on their experience (Anyionu, 2021). Industry competition necessitates that service providers observe subscriber switching behaviour to identify optimal strategies for retention.

Fostering customer loyalty is essential for a company's success; however, this strategy necessitates a serious concentration on identifying consumer desires and maximizing the value of the offered brands,

thereby encouraging repeat purchases from the selected company (Kaur & Sood, 2022). Devoted customers constitute the company's enduring assets. The characteristics outlined by Kaur and Sood (2022) indicate that loyal customers possess the following traits: engage in frequent repeat purchases, exhibit the appeal of comparable products from competitors, showcasing tenacity against the entirety of the competition. Loyalty is characterised as a profound dedication of resources towards constantly purchasing or patronising a chosen item or service presently and in the nearest future, resulting in repeated purchases of similar or same brands, even not minding situational changes and marketing-oriented strategies which could induce switching behaviour (Tangaza & Bello, 2021).

Theoretical Framework

This study is anchored on the social exchange theory. This theory was pioneered by George Homans in the year 1958. The basic tenet of the theory is that individuals make decisions by wilfully or unknowingly comparing the costs and benefits of an interaction with others or activity, to increase their reward. This ideology centres on individual relationships and is not intended to trail change and societal behaviour. This indicates that someone would examine the cost of a social engagement alongside the advantage. This theory is related to this study because it emphasizes the likelihood of individuals keeping a beneficial relationship. When the distributors of the bakeries enjoy positive and cordial relationships with the bakeries, they will always embrace the products of the bakeries. This will amount to customer loyalty.

2.3 Empirical Literature on Customer Relationship Management Strategy and Brand Loyalty

Hallowell (2022) examined CRM and the issue of trust systems within the retail-oriented financial sector in Nigeria. The exploratory study employs qualitative research through interviews with 27 middle-level managers and an analysis of documents about the retail financial system in Nigeria. The major findings of the study are that weak system trust - due to the weak legal framework, low literacy level and ineffective policing, influences technology-dominated relationship marketing and reinforces interpersonal trust in the banks.

Rahman et al. (2021) looked into the influence of customer relationship management on organisational performance from the viewpoint of Bangladesh. The study utilised 90 participants. Descriptive statistics, including frequency, and means, were employed. Moreover, correlation and regression analysis were employed to ascertain the relationship. The findings revealed that CRM has a favourable and substantial impact on the performance of the organisation.

Waweru and Karihe (2021) investigated the influence of CRMS on the productivity of enterprises. The study site is in Kiambu County the researcher collected data from different five departmental heads of 40 firms. Data was obtained with the aid of a self - self-administered Questionnaire The researcher

utilised linear regression to conduct a hypotheses test. The findings were displayed utilising tables and charts. The research demonstrated amongst others that trust-building, customer retention, and customer experience positively and significantly impact performance.

Kanapathipillai and Mahbob (2021) examined the influence of relationship marketing on customer loyalty within Malaysian tourism and travelling businesses during the COVID-19 outbreak, focussing on the mediation impact of social media and the quality of relationships. Regression analyses yielded statistical results that evaluated the hypothesis posited in the study, with the study population of 4,746. The result demonstrated that social media usage and the implementation of quality relationships are statistically significant and mediate the correlation between relationship marketing and customer loyalty.

In the study undertaken by Sağlam and El Montaser (2021) on the influence of customer relationship marketing on the acquisition of customers and their retention in Turkey. The sample for this research was derived from 224 cosmetics consumers. Data analyses were conducted utilising means, and multiple regressions. This study's outcome indicates that consumer marketing relationships are crucially linked to the acquisition of customers and their retention.

In the research undertaken by Haryandika and Santra (2021) on the possible impact of CRM on customer satisfaction and loyalty in Indonesia. The study sample comprised 94 individuals who were clients of PT Ritra Cargo Indonesia. Path analysis was employed to test the hypotheses. The outcome of this research demonstrated that customer loyalty was affected by CRM.

Gap in Literature

No doubt about the fact that this topic is not new, empirical the above-reviewed works indicated that the current topic has been researched over time, most of these studies confirmed the impact of CRMS on brand loyalty of both product and service-inclined firms. However, the current researcher is motivated to further examine the subject matter on the following premise: A critical look at the available studies indicates that none of them looked into the impact of CRMS on brand loyalty in bakeries, especially in Delta State, Nigeria. The uniqueness of the current study is noticeable in the measures of customer relationship management strategy (interpersonal interaction and trust-building) which were not combined in a single study from the reviewed studies. Based on the statement of problem and gaps in the literature, it is therefore, the interest of the current researcher to explore the effect of customer relationship management strategy on the brand loyalty of bakeries in Delta State. Hence, the subsequent hypotheses were articulated in the null format;

H0₁: There exists no positive correlation between interpersonal interaction and brand loyalty.

H0₂: Trust-building has no significant relationship with brand loyalty.

METHODOLOGY

The methodology utilised in the current research is a cross-sectional survey design. The study population covers 1477 regular distributors of 23 purposively selected bakeries from Asaba, Warri and Ugheli in Delta State, sourced from the sale records of the bakeries. The population sample as determined with the aid of the Taro Yamane formula was 314 respondents from the selected bakeries.

The questionnaire on interpersonal interaction and trust-building was adapted from the research undertaken by Chen et al., 2022; Fontanella, 2019; and Anyionu, 2021. In the research, the first 4 items in the questionnaire are demographic measures. The remaining 8 questions are characterized by issues of customer relationships as they relate to brand loyalty. To ensure that the instructions and the meanings of the questions are clear, unambiguous, and helpful to the subjects, the questionnaire was pre-tested on several respondents with backgrounds that are comparable to those of the study participants. Consequently, a test-retest methodology was employed to determine the instrument's reliability. Using the Cronbach alpha index, the internal consistency of the items representing each construct was evaluated to determine the reliability. The internal consistency of the items corresponding to each construct was assessed using the Cronbach alpha index to ascertain reliability. The adapted four items of interpersonal interaction returned an alpha value of 0.76 while trust-building returned 0.79

This study employed a stratified random sampling technique. Two hundred ninety-eight (298) copies of the questionnaire were meticulously completed and submitted from the three hundred fourteen (314) distributed copies. Respondents were requested to air their views by rating their degree of disagreement or agreement with each statement on how customer relationship management strategy affects brand loyalty in selected bakeries in Delta State, Nigeria. Items were measured on a five-point Likert scale, with 5 connoting strong agreement and 1 showing strong disagreement. Consequently, 298 copies of the instrument were deemed valid for the study. Spearman Rank Correlation Coefficient and descriptive statistics were used as statistical techniques for the analysis of the gathered data.

Descriptive Statistics

Table 1

Research question 1: What are the effects of effects of interpersonal interaction on brand loyalty?

S/N	Statement	Scale				
		SA 5	A 4	U 3	D 2	SD 1
1.	I can gather numerous opinions and recommendations from the comments of other consumers	243 (81.5%)	36 (12.1%)	4 (1.3%)	15 (5%)	- -
2.	I can convey my purchasing experience and sentiments to other consumers.	193 (64.8%)	99 (33.2%)	4 (1.3%)	2 (0.7%)	- -
3.	Comments from other consumers can	207	61	21		9

	offer me valuable guidance.	(69.5%)	(20.5%)	(7%)		(3%)
4.	The communication between me and the management of this bakery is satisfactory	199 (66.8%)	77 (25.8%)	21 (7%)	1 (0.3%)	- -

Table 1 depicts the descriptive statistics illustrating the sample pattern responses, about interpersonal interaction questionnaire statements. A total of 279 respondents agreed that they could gather numerous opinions and recommendations from the comments of other consumers, while 15 respondents disagreed with the statement. A total of 292 participants agreed that they could convey my purchasing experience and sentiments to other consumers, while 2 respondents disagreed with the statement. The statement; comments from other consumers can offer me valuable guidance, a total of 268 respondents agreed with the statement, while 9 respondents disagreed with the statement. A total of 276 respondents agreed that the communication among consumers is satisfactory, while 1 respondent disagreed with the statement.

Table 2

Research Question 2: To what extent has trust-building affected brand loyalty?

S/N	Statement	Scale				
		SA 5	A 4	U 3	D 2	SD 1
1.	I feel confident purchasing from bakeries due to their integrity towards customers	227 (76.2%)	41 (13.8%)	16 (5.4%)	14 (4.7%)	- -
2.	The products provided by bakeries are of high quality.	194 (65.1%)	91 (30.5%)	3 (1%)	1 (0.3%)	9 (3%)
3.	Bakeries are focused on addressing and compensating for any issues related to purchases.	231 (77.5%)	51 (17.1%)	16 (5.4%)		
4.	The tradition of local bakery brands conveys security to the customer.	189 (63.4%)	81 (27.2%)	27 (9.1%)	1 (0.3%)	

Descriptive statistics illustrate the pattern of responses concerning trust-building questionnaire statements as displayed in Table 2. A total of 268 respondents agreed that they feel confident purchasing from bakeries due to their integrity towards customers, while 14 other respondents disagreed with the assertion. A total of 285 participants agreed that the products provided by bakeries are of high quality, while 10 other respondents disagreed with the statement. According to the statement, bakeries are focused on addressing and compensating for any issues related to purchases, a total of 282 participants agreed with the statement. A total of 270 participants agreed that the tradition of local bakery brands conveys security to the customer, while 1 other respondent disagreed with the statement.

Table 3: Spearman Correlation between interpersonal interaction and brand loyalty

H0₁: There exists no substantial correlation between interpersonal interaction and brand loyalty.

Correlations

			Interpersonal interaction	Brand loyalty
Spearman's rho	Interpersonal interaction	Correlation Coefficient	1.000	.691**
		Sig. (2-tailed)	.	.000
		N	298	298
	Brand loyalty	Correlation Coefficient	.691**	1.000
		Sig. (2-tailed)	.000	.
		N	298	298

**The correlation has significance at the 0.01 level (two-tailed).

Table 3 depicts that interpersonal interaction has a significant positive relationship with brand loyalty ($r = 0.691$). The significant value of 0.000 ($p < 0.01$) indicated a positive relationship.

Table 4: Spearman Correlation between trust-building and brand loyalty

H0₂: Trust-building has no significant relationship with brand loyalty.

Correlations

		Trust-building	Brand loyalty
Spearman's rho	Trust-building	Correlation Coefficient	1.000
		Sig. (2-tailed)	.
		N	298
	Brand loyalty	Correlation Coefficient	.584**
		Sig. (2-tailed)	.000
		N	298

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

Table 4 shows that trust-building has a significant positive relationship with brand loyalty ($r = 0.584$). The significant value of 0.000 ($p < 0.01$) revealed a positive relationship.

Discussion of Findings

Following the data analysis done above and the review of the related literature, the findings of the study are discussed below.

The research investigated how customer relationship management strategy affects the brand loyalty of bakeries in Delta State. Test of hypothesis 1 was done with the aid of Spearman' Rank coefficient. The hypothesis indicated that interpersonal interaction has a significantly positive relationship with brand loyalty. This is not a surprise because an individual customer who has personal interaction with the seller would have the opportunity to pour out his or her mind on his/her feelings after consuming the products of the bakeries, the bakeries' owners too will equally have access to the undiluted feedback on the product offering. The finding aligned with the research undertaken by Haryandika and Santra (2021) on the effect of CRM on customer loyalty of clients of PT Ritra Cargo Indonesia, which stated that in relationship marketing, communication refers to the reciprocal exchange of messages between a business organisation and customers aimed at achieving defined business objectives. Effective

communication between service providers and consumers enables providers to comprehend and meet customer needs, ultimately enhancing customer loyalty. Therefore, the outcome of this study demonstrated that customer loyalty in the bakeries was positively affected by CRMS.

The analysis of hypothesis two indicated a significant positive correlation between trust-building and brand loyalty and the null hypothesis was rejected. This is also expected since when the bakeries can gain the trust of the customer due to sincerity and quality product offering, the bakeries will be able to gain goodwill from their customers, the goodwill is an image booster, and it will increase the level of loyalty from the customers. The finding supports Waweru and Karihe (2021) who investigated the possible effects of CRMS on the performance of enterprises in Kiambu County with five departmental heads of 40 firms as participants. The research demonstrated amongst others that trust-building, customer retention and experience of the customers positively and significantly impact performance. They assert that customers trust a firm when they believe the firm possesses the ability to satisfy their curiosity, and the expertise to effectively meet their needs and wants. This current study equally indicated that when bakeries or any business-oriented organisation build trust between them and their customers, there will be a realisation of customers' confidence in firms. This will invariably lead to customer loyalty towards the bakeries and their product.

Conclusion

The outcome of the research indicated that customer relationship strategy has a positively significant relationship with brand loyalty. Effective interpersonal interactions are crucial when addressing customer issues or complaints. Timely and empathetic resolution of problems can turn dissatisfied customers into loyal advocates. Consistent and open communication with customers fosters trust and loyalty. Keeping customers informed about updates, promotions, and relevant information can strengthen the relationship. Open and honest communication about product quality, pricing, and business practices helps build trust. Transparency helps customers feel confident in their choices. Brands that consistently meet or exceed customer expectations develop a reputation for reliability. Brand reliability significantly influences customer loyalty. Tailoring interactions and offers to individual customer preferences demonstrates a commitment to customer care. Personalization enhances the customer's sense of importance and satisfaction. Anticipating customer needs and addressing them before they become problems can impress customers and build loyalty.

Recommendations

- i. Firms should actively listen to customers. Encourage them to ask open-ended questions to understand customers' needs, preferences, and concerns better.
- ii. Firms should establish clear and consistent communication channels with customers. Keep them informed about changes, updates, and promotions to gain their trust by providing products and services that are accurate with the promotional package

Contribution to Knowledge

The subsequent contributions to knowledge arose based on the findings and conclusions of this study. The outcome of this study provides information on the impact of customer relationship management strategies on the brand loyalty of bakeries in Delta State, Nigeria. The study indicated a new approach towards customer relationship management strategy by showing the two dimensions involving interpersonal interaction and trust building which were not combined in any previous studies, and their effects on the brand loyalty of bakeries in Delta State, Nigeria. Also, it contributed to the available literature on how significant measures of CRMS (interpersonal interaction and trust building) affect the brand loyalty of bakeries in Delta State, Nigeria.

At least in the Nigerian business landscape, especially the bread-baking industry, the study has established a solid connection between CRMS and brand loyalty. Though the current study is conclusive, the study is not without limitations few such limitations are that the study was limited to bakeries, and the measures of the independent variable were limited to only two dimensions of dimensions of CRMS.

Suggestion for Further Study

The study identifies potential areas for further research regarding the observed limitations within the context of the current research. Future research could increase the population size of the participants and the organizations understudy as a more diverse participant pool will substantially enhance the results. The study focused on bakeries in Delta State, Nigeria. Future studies could broaden the scope to include additional factories or other industries in Nigeria. Also, other researchers could capture the CRMS with other sub-variables not employed in the current study.

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