

# CUSTOMER INTELLIGENCE AND BUSINESS PERFORMANCE OF SHOPRITE IN FCT ABUJA, NIGERIA

Ovivi, Audu Jamiu\*<sup>1</sup>, Fasasi Oriyomi Kazeem<sup>2</sup>, Okolo Helen Ezzo<sup>3</sup>  
Dombut, Danjuma Philip<sup>4</sup> & Agulanna, Agnes Nneoma<sup>5</sup>

<sup>1,2,3,4,5</sup>Department of Business Administration,  
University of Abuja  
Correspondence: ovivijamiu2015@gmail.com

---

## **Abstract**

*The study examined customer intelligence and business performance of Shoprite in the Federal Capital Territory of Abuja. The primary focus of the study is on how ShopRite's business success, namely in terms of market share and customer happiness, is impacted by consumer intelligence. The study extracted a population of 352 from the three selected ShopRite stores in the Federal Capital Territory of Abuja, Nigeria, and the sample size was 187 using the Taro Yamane formula. The study analyzed the data collected using correlation analysis, ANOVA, and simple regression procedures using SPSS statistical software. The results showed that consumer intelligence significantly influences ShopRite stores' commercial performance and strategic growth. The results also showed that ShopRite outlets in the Federal Capital Territory of Abuja's business performance benefited from customer intelligence. The outcome showed that ShopRite stores' market share and customer satisfaction are positively impacted by consumer intelligence. The study concluded that the adoption and practice of customer intelligence have a positive effect on the consistent business performance of ShopRite stores, and this conclusion is in alignment with the objective of the study. The study also recommended that ShopRite's top management and strategic thinkers should also push more for innovative intelligence to boost their customer intelligence, which will enhance consistent customer satisfaction and improve market share holistically. The study adds to and generates a wealth of new knowledge about customer intelligence and business performance in modern enterprise settings.*

**Keywords:** Customer Intelligence, Business Performance, Customer Satisfaction, Market Share, Superstores

---

## **INTRODUCTION**

Customer intelligence is a data-based technological analysis that helps modern business settings to assess and evaluate the effectiveness of their products and services strengths in target markets and make sustainable and strategic business decisions. Customers are one of the strategic components that make up and enhance the business performance and

operational sustainability of corporate settings. Customers are the buyers and the hope on which every organization relies heavily to achieve and sustain its strategic goals and objectives in society at large. And this is why customer satisfaction and market share improvement are vital tools that are used to measure business performance and operational sustainability in every

corporate setting. For corporate settings to attain and sustain improvement in business performance and operational sustainability in terms of customer satisfaction and market share, there is a need for organizations to place a high focus on extracting, collecting, assessing, and analyzing data and information mapping of customers technologically to enhance effective decisions that will be effective to track and boost the operational sustainability of the organization. This perspective brings the idea of customer intelligence into focus.

Customer intelligence is a strategic component of business intelligence that focuses on analyzing and interpreting customer data technologically to boost effective and sustainable business decisions that enhance growth in the business performance of corporate settings. (Ovivi, 2022; Dam, Dinh, & Menvielle, 2022). Customer intelligence can be described as the process of collecting and analyzing customer data technologically to enhance effective and strategic business decisions. The adoption and practice of customer intelligence in modern corporate settings can be used to strengthen the implementation of business policies in alignment with the customer experience and perception and strategies that can boost consistent customer satisfaction and lead to an improvement in market share, which will attack consistent business value holistically. Many corporate settings use business performance as a concrete and strategic index to assess overall operational performance and operational sustainability. The level of business and operational performances viewed holistically can be used to determine the sustainability of any corporate enterprise. Effective business performance in corporate settings is shown by consistent performance in

terms of customer satisfaction, which results in customer retention and, strategically, an increase in market share. Business performance shows holistically that there is persistent improvement in policies, strategic implementation, and employee engagement in a corporate setting. Adoption and implementation of digitalization and innovativeness in the operational system of corporate settings enhance added value to customer satisfaction and market share, which can help boost business performance strategically (Bouncken, Kraus, & Roig-Tierno, 2021; Sasu, Reijonen, Nagy, et al., 2022). Adopting and implementing customer intelligence as a strategic component of a business intelligence system could assist modern corporate settings in achieving and maintaining their business performances holistically, specifically in terms of customer satisfaction and market share. The strategic implementation of customer intelligence architecture in modern corporate settings helps to access and assess data to implement sustainable and profitable policies and strategies that could foster effectiveness in business decisions towards improving customer satisfaction and market share through customer experience and perception.

Consistent improvement of customer satisfaction and market share are major challenges many superstores in Nigeria are critically facing and need to address effectively to boost their business performance due to their failure to adopt and enhance effectiveness in the implementation of customer intelligence architecture in their operating system and mechanisms. The consistency increments in poor management of customer data analysis due to business context issues negatively affect the adoption and implementation of customer intelligence and consistently affect the business performance of many

superstores in Abuja, according to a pilot survey conducted in 2020 and updated to date. This big data issue and poor management of customer data have led to a weakening implementation of customer intelligence, which results in poor customer satisfaction and poor driving strength for market share. Previous studies have been conducted on customer intelligence and business performance holistically from different perspectives that have strategically contributed to the operational improvement of many industries and business empires and also contributed to knowledge in an academic environment (Ovivi, 2022; Soldatenko, Yessimzhanova, & Gerasimchuk, 2022). But none of these studies research on customer intelligence and business performance of ShopRite in FCT Abuja. Also, few studies have being conducted on customer intelligence and business performance and their findings and conclusions have contradictory outcomes which proven ineffectiveness in making business decisions to enhance business performance (Wedel & Kannan, 2016; Dam et al., 2022; Erevelles, Fukawa, & Swayne, 2016). It based on the aforementioned problems that the study intends to examined the effect of customer intelligence on business performance. In order to explain how customer intelligence affects corporate performance, the study used a descriptive research design and a quantitative research methodology for data collecting. The study was carried out in a few ShopRite locations in the Federal Capital Territory (FCT) of Abuja, Nigeria. It also plans to employ probability sampling to determine the study population and sample size, respectively.

Based on these observations, the study examined customer intelligence and business performance of ShopRite in the

Federal Capital Territory of Abuja. The study aimed to address the following research question: "How does customer intelligence influence customer satisfaction and market share at ShopRite in the Federal Capital Territory of Abuja?" based on the issues mentioned above. The study looked at ShopRite's commercial performance and customer intelligence in Abuja, the Federal Capital Territory.

### Research Hypotheses and Justifications

**H1:** *Customer intelligence has positive effect on customer satisfaction of ShopRite in FCT Abuja.*

Customer satisfaction expressed how well customers perceived their expectations meeting their value desires from the consumption of specific products and services provided by a company or corporate body, which can increase repurchase and build customer loyalty and retention. The strategic reason for the adoption and practice of customer intelligence in modern corporate settings is to assess customer experience, customer perception, and customer satisfaction to build customer retention and loyalty. According to one study, customer intelligence had a significant impact on organizational profitability through innovative creations that improve customer satisfaction and retention through the customer experience (Al-Hashem, 2022). Studies emphasized customer satisfaction wa vital to the operational performance and operational sustainability of modern corporate settings (Li, Lu, Hou, et al., 2021; Hamzah & Shamsudin, 2020; Davras & Caber, 2019; Hirata, 2019; Gerdt, et al. 2019; Zhang, et al. 2019). According to these studies, improving customer satisfaction through innovative technological techniques can increase consistent customer repurchase and

boost customer loyalty and retention, which will in the long run improve consistent operational performance, sustainability, and profitability in modern corporate settings (Hamzah & Shamsudin, 2020; Razak & Shamsudin, 2019). And effective and sustainable customer satisfaction can attract customer referrals (Belwal & Amireh, 2018; Ghazzawi & Alharbi, 2019). Recent studies in various fields have also measured the effectiveness and impact of customer satisfaction in various perspectives such as service satisfaction, customer loyalty, customer experience, rate of repurchase and post-purchase sales, and customer quality, among others (Kim & Chung, 2022; Ali, Javid, Campisi, et al., 2022; Arshad & Alhumoudi, 2022; Stranjancevic & Bulatovic, 2015; Rizwan, Yashar, QaisarRizwan et al. (2022) measured customer loyalty as an item for customer satisfaction. Another study used the Customer Satisfaction Assessment Index (CSAT) to measure customer satisfaction (Ali et al., 2022), and other studies measure customer satisfaction based on customer loyalty through pre-expectation and re-purchasing experiences by the company (El-Adly & Eid, 2016; Keshavarz & Jamshidi, 2018). Customer satisfaction was measured according to Nunkoo et al. measured. (2020); Pleasure and arousal were measured according to Hsieh et al. measured. (2021); and perceived waiting time was measured according to McLean and Osei-Frimpong (2017) cited in Ruan and Mezei (2022).

**H2:** *Customer intelligence has positive effect on market share of ShopRite in FCT Abuja.*

An increase in market share indicates a company's consistent business performance. Growth in market share also shows high signals of customer retention built on loyalty. Recent studies have also expressed their interest in the

significant impact and effect that customer intelligence had on enhancing and changing market share via customer retention and referrals (Al-Hashem, 2022; Hashem, 2019). Recent studies have also shown that market share vitality is related to business performance sustainability and profitability in modern corporate settings (Hsu, 2022; Bhattacharya et al., 2021). Studies have also measured market share as a performance indicator to build up profitability and operational sustainability in their studies in different dimensions (Hsu, 2022; Khantimirov, 2017; Suryani, Hendrawan, Limanto, et al., 2022). Suryani et al. (2022) used social media as strategic tools to measure the effectiveness of company market shares to enhance operational sustainability. Studies have also addressed and attained sustainable and profitable marketing performance via market share consistency improvement (Gao, 2010; Hsu, 2022; Edeling & Alexander, 2018). Khantimirov (2017) also measures market share as a performance proxy for business enterprises.

## REVIEW OF LITERATURES AND THEORETICAL FRAMEWORK

### Concepts of Customer Intelligence (CI)

Customer intelligence as part of the business intelligence system is focused holistically on data collection and analysis technologically, which tends to address behavioural changes in customers and consumers to enhance purchase and repurchase decisions in the interest of corporate settings. Customers are the strategic foundation of any business empire that thrives in operational performance and overall business performance. Data and intelligence gathering about these customers help strategic managers in modern corporate settings expand their knowledge management of customers'

experiences and their perceptions towards the operating system and service delivery of the company at large to make effective and sustainable business decisions that will, in the long run, enhance business performance. All this strategic thinking about customers and the idea of making strategic business decisions via data analysis called for customer intelligence. Customer intelligence can be described from the perspective of the researcher as the process of warehousing and mining customer data to ascertain effective knowledge management of the customers and make sustainable and profitable business decisions. Customer intelligence, according to Soldatenko et al. (2022), is the powerhouse and database for every business setting to systematically manage customer context effectively among harsh business complexities. The effectiveness of driving customer intelligence in modern corporate settings is to attain and sustain effectiveness in customer retention, market share improvement, customer identification, and focus on driving business and customer core value development at large (Soldatenko et al., 2022; Ovivi, 2022). Ovivi (2022) opined from his book that customer intelligence architectural practice in modern corporate settings helps strategic managers identify the gap between customer satisfaction and the product development strategies of the corporate setting. Studies recently have shown that social media network analysis is an effective and sustainable means of enhancing and attaining sustainable customer intelligence that brings innovativeness to customers in this modern digitalized business context (Marki, Bijaki, & Bevanda, 2016; Soldatenko & Yessimzhanova, 2020). Brandt, and Donohue, (2022) concluded in their study that customer intelligence strengthens the effectiveness of

organizational performance and sustainability.

Dam et al. (2022) concluded in their study that customer intelligence is an effective business intelligence wheel used by modern corporate settings to enhance and build more effective marketing decisions in complex business contexts, which had strategically created value to marketing approaches and helps to improve companies' operational sustainability in marketing environments (Wedel & Kannan, 2016; Dam et al., 2022; Erevelles, Fukawa, & Swayne, 2016). Paradza and Daramola (2021) concluded, strategically, that customer intelligence as a supportive component of the business intelligence system helps modern corporate organizations build up core values that will add strategic strengths and capabilities to operational performance and sustainability. Studies recently have shown that customer intelligence adoption and practice in service delivery firms foster effective business growth in firm-customer relationships (Dam et al., 2021; France & Ghose, 2019). Studies have shown strategically that the implementation of customer intelligence in modern corporate enterprises enhances effectiveness in the adoption of marketing strategies that focus on changing the behaviours of customers (Dam et al., 2021; 2020). Studies have also shown that to attain and sustain effectiveness in high standards of service delivery in modern corporate settings in business contexts with harsh complexities and dynamism, strategic thinkers must diversify holistic innovativeness in customer intelligence that will bridge the sustainable gap between management, organization, and technology (Dam et al., 2021; Lafrenière, 2020). Yan, Huang, Wang, and Hu (2020) suggested in their study that customer intelligence system adoption and

implementation in modern SMEs help to improve and ascertain the rate of operational survival and sustainability. Studies have also proved that the customer intelligence system had a strategic role to play in these eras of big and voluminous data extraction from social media sources (Dam et al., 2021a, 2021b). Dam et al. (2021a) also conceptually showed that customer intelligence consists of four different components, which include product-oriented intelligence, customer DNA intelligence, customer experience intelligence and customer value intelligence that modern operational settings could assess to make sustainable and profitable business decisions to enhance performance.

### **Concepts of Business Performance**

Many years ago, every business operation was driven to attain and sustain consistent business and operational performances holistically that would tally with its vision, mission, and strategic objectives at large. Performance is a concrete signal that a business is growing holistically in every business context. Business performance is a holistic signal that shows a company is effectively and consistently pushing toward customer satisfaction and customer retention. Another signal that a corporate setting is strategically improving its business performance and had attained operational sustainability is an improvement in market share as well as growth in the buyers' strengths. Strategic business expansion and diversification drivers are pushed by effective business performance strengths. Studies previously supported the idea that effective adoption of social skill practice in entrepreneurship through operational team workflow enhances consistent business performance (Dimitriadis & Koning, 2021; Hoffman & Tadelis, 2021). Siti,

Dewa, Riyadi et al. (2022) opined in their study that strategic thinking, entrepreneurship, innovativeness, and creativity adopted by Micro, Small and Medium Enterprises (MSMEs) helped in attaining sustainable improvements in business performances during the pandemic era. According to Kerdpitak (2022), the major indicators and boosters of business performance in Thai herbal community firms were primarily the effective use of marketing channels, a consistent competitive advantage, and the firm's innovativeness. Business performance is a signal of operational sustainability that holistically helps operational settings to ascertain operational performance. The effectiveness of the business performance in terms improvement in customer satisfaction as a result of effective and consistent growth in service delivery and customer service management are all signals of operational performance and operational sustainability. Also, the growth of market share and customer satisfaction helps to stabilize customer retention and build long-term customer loyalty that enhances business and operational sustainability. Holistically, business performance is a strategic component of operational performance that can be measured to ascertain and attain the operational sustainability of modern corporate settings. The two major indicators of business performance in this study were as follows:

**Customer satisfaction:** This is the perception of customers towards the company's offerings that may trigger repurchases and positive post-purchase behaviours of the customers toward the company holistically. According to research, effective and long-term branding and pricing strategies can be an inducement to improve consistent

customer satisfaction (Novitasari, Napitupulu, Abadiyah et al. 2022; Bernardo, Purwanto, & Masman 2022). Mafael, Raithel, and Hock (2022) identified in their study that a branding equity strategy and a marketing repainting strategy can be adopted to boost customer satisfaction with a declining product in a target market segment.

**Market share:** This is the percentage of customers that a corporate enterprise had drawn and retains in an operating market environment. The market share of every company signifies the strategic and operational strengths and capabilities of the company over time. The market share described the effectiveness of business performance and the operational sustainability of companies. A company's market share demonstrates the degree to which its vision, mission, and policy statements are holistically aligned with operational sustainability. Studies have shown recently that market share is a strategic attribute of business performance that is channeled towards enhancing consistent improvement in customers' patronage and customer retention holistically (Lunt, Smith, Exworthy, et al. 2017; Belleflamme, Peitz, & Toulemonde 2021).

### **Customer Intelligence and Business Performance in Modern Super Stores**

Customer intelligence is a vital technological tool that had the significant strength and capability of making effective business decisions that will boost operational sustainability and business performance at large. Strategic thinkers can easily align with changing behavioural attitudes of customers and help managers understand their perceptions and market demands holistically through customer data analysis using customer intelligence architectures in the organization.

Effective customer intelligence architectures in place assist strategic thinkers in effectively driving customer satisfaction, which improves the strength of modern superstores' market share. Studies previously show that effective adoption and practice of customers in modern corporate settings enhances organizational innovativeness and improves effective marketing decisions and practices that will boost customer satisfaction, customer retention, and market share, and foster business performance holistically (Dam et al., 2022; Soldatenko & Yessimzhanova, 2020). Rahman (2019) opined that practicing customer intelligence helps modern corporate settings profile customers' needs and pick out customer insights that will help the company design its product development strategies in alignment with customer profile needs, which will enhance customer satisfaction, improve market share, and boost the holistic business performance of the company. Paradza and Daramola (2021) supported the idea that customer intelligence helps corporate settings attain business value that might boost strategic operational performance and business performance holistically.

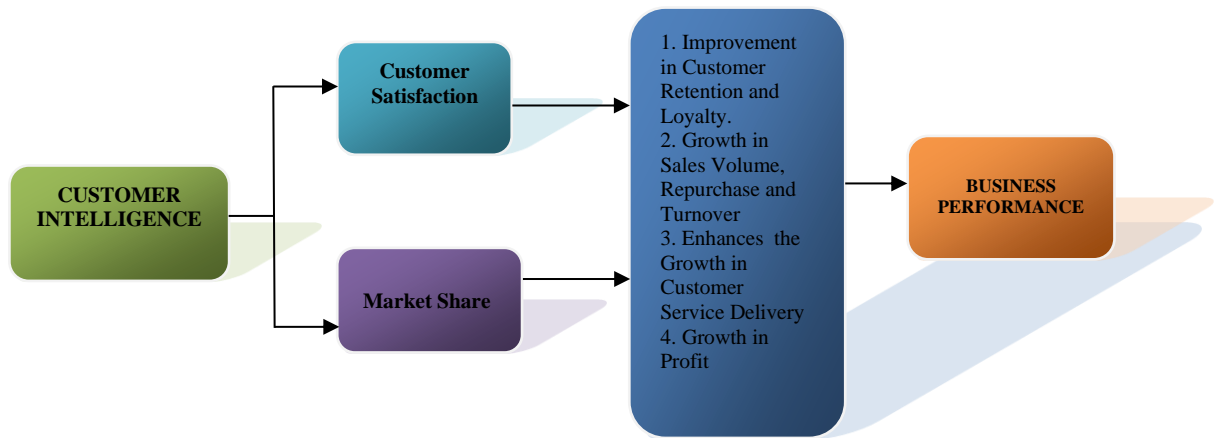


Fig 1.1: The Correlative between customer intelligence and business performance (Researchers, 2023)

The model above shows the strategic effects of customer intelligence on operational growth in the business performance of modern superstores in terms of growth and improvement in customer retention, customer loyalty, sales volume, and turnover, increases in the rate of post-purchase and repurchase, growth in customer service delivery, and holistic improvement in customer service. That is, a strategic and effective customer intelligence system can lead to high expectations for customer satisfaction and market share in modern corporate settings. From the prospective model above in this study, it was strategically ascertained that effective adoption and implementation of customer intelligence system might had a consistent effect on the growth and improvement of business performance.

### Theoretical Review and Framework

In order to align and support the study on customer intelligence and business performance of Nigerian banks, the researcher reviewed and adopted both the Intelligence Volatility Assessment (IVA) theory and the Dynamic Capability Theory (DCT). Dynamic

capabilities were earlier propounded by Teece, Pisano, and Shuen (1997) and were later developed empirically in research in correlation with modern business management to enhance the expected and specified operational performances (Teece, 2007; Giudici, 2009). The dynamic capability theory posits that strategic managers should view and recognize every strategy and approach adopted that can enhance positive changes in the corporation as resources and organizational capability. The DCT supported this study because customer intelligence adoption and practice in modern corporate settings is a capable strategic organizational resource that can be used to change customer satisfaction, build customer retention, and improve market share holistically, which will enhance sustainable and profitable business performance. The IVA theory is a modern theory propounded by Ovivi (2020). The theory posits that fortuitous changes in the behaviour of business contexts lead to changes in the behaviour of the intelligence system, which in turn vary the behaviour of business performances in terms of customer satisfaction and



market share. It stated that continuous variation in business contexts and intelligence analyses is the root of business sustainability. The theory predicts that smarter intelligence is a huge resource for smarter sustainability in business performance. IVA theory holds that simultaneous variations in business contexts and intelligence trends are pillars that matter to business futures. Change in behaviour in environmental issues, according to this theory, creates and invents opportunity and core values for existing businesses through intelligence gathering. This

theory had significantly supported this study because customer intelligence is constantly changing in business contexts, and these changes will have a significant impact on the corporate settings' business performance.

**IVA Model**

The IVA model gives more details on how the variations in business contexts give more strength to intelligence gathering and enhance business operational performance in modern business settings.

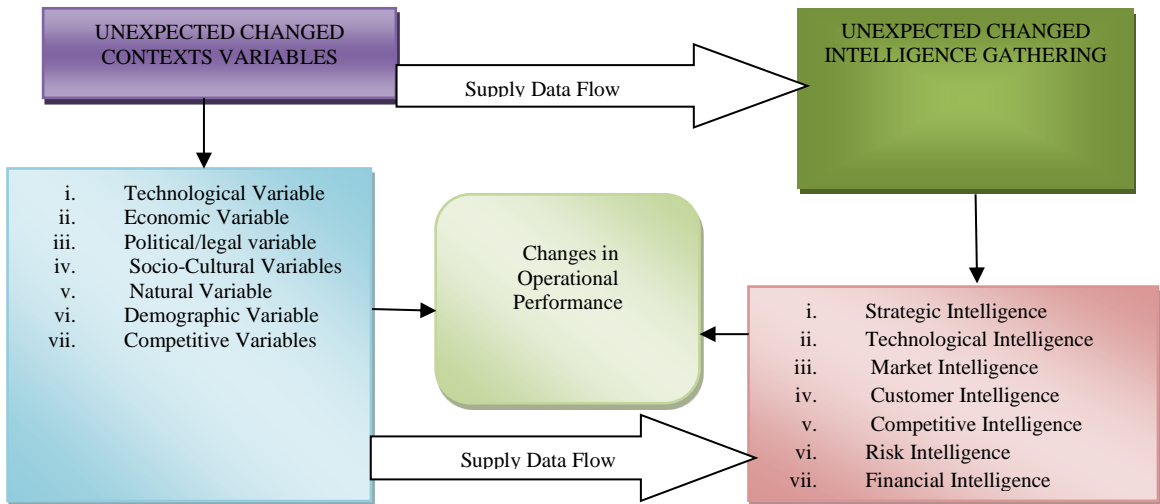
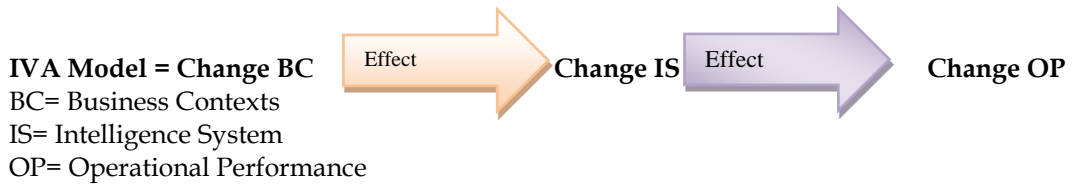


Fig.2.5: IVA MODEL (Ovivi, 2020)

The IVA model expresses the relationship between diverse business contexts and intelligence versatility, as well as how to achieve business operational performance. This model explains the chain of correlation between business contexts, business intelligence

system effectiveness and efficiency, and operational performance in modern business settings. The dynamism and behavioral changes in technology over the last ten (10) years, as well as the intelligence gathered by a business operation, have greatly aided

behavioural changes in operational profitability. In the mobile phone and computer-based industries, superstores and many manufacturing industries in the last 10 years, the dynamic changes in technological infrastructures have also affected the changes in the intelligence gathering systems of the companies, leading to changes in strategic formulation and implementation, changes in product innovation and product modification and redesign, increases in market share and customer satisfaction as well as general changes in their operational performances and sustainability.

### **Review of Empirical Studies**

A study was conducted by Dam et al. (2022) on extracting customer intelligence to support marketing decisions: a knowledge-based framework and the main objective was to determine the influence of customer data relevant to customer intelligence on marketing decisions. After critical analysis and evaluation, the study concluded that good customer data has a strategic impact on customer insights and marketing decisions in the business environment. Soldiersko et al. (2022) developed a KPI dashboard for business analytics activities: application and business relevance. The main objective of the study was to examine the impact of applying business analytics activities on business performance. They systematically and comprehensively reviewed the literature from previous studies. The results showed that the use of customer intelligence activities had a significant strategic impact on the overall changes in customer satisfaction and business results.

A study by Le, Vu, Thi, Nguyen, and Nguyen (2022) were conducted on the topic "Curious Facts: A Conceptual Framework for Customer Intelligence

Systems for Small and Medium-Sized Enterprises." The aim of the study was to establish a conceptual framework for customer data analysis that can improve strategic impact for small and medium-sized companies. The study used an exploratory research design to examine the research questions and an SME curiosity model and framework to determine the impact of customer information on SME operational success. Parts of the literature were reviewed to define the research question and hypotheses, and the results concluded that the consumer intelligence system had a strategic impact on the operational performance and sustainability of SMEs. Another study by Rahman (2019) was conducted on consumer intelligence practices in dynamic companies: Capturing the value of the customer relationship management ecosystem. The aim of the study was to examine the influence of consumer intelligence practices on the sustainability of customer relationship management. The study used 10 case studies and used several qualitative case studies to examine the impact of customer intelligence on customer relationship management. The results of the study showed that the introduction and practice of the customer intelligence system resulted in a significant improvement in the customer relationship management ecosystem.

### **METHODOLOGY**

The study adopted a causal research design to assess and evaluate the effect of customer intelligence on the business performance of ShopRite stores in Abuja, Nigeria. The study was conducted in ShopRite stores in Jabi Lake, Wuse Zone 5, Lugbe, Airport Road and Apo stores in the FCT, Abuja, Nigeria. The study adopted simple random and stratified sampling methods, which were used to extract the population of 352, which

includes both 105 management and 247 non-management staff of all units and departments in the ShopRite stores in

Abuja. The following formula by Taro Yamane was used to calculate the research sample size of 187 respondents.

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

$$n = \frac{352}{1 + 352(0.05)^2}$$

$$n = \frac{352}{1 + 352(0.0025)}$$

$$n = \frac{352}{1 + 0.88}$$

$$n = \frac{352}{1.88}$$

$$n = 187.23$$

$$n = \underline{187}$$

The confidence level is 95% and the accepted margin of error is 5%. According to the sample size determined by Taro Yamane formula, the sample size was 187 people. To avoid problems no response, poorly completed questionnaire and questionnaire that could be lost in transport, 30% sample parts were predicted and added to complete the sample. 30% of 187 = 56 so 56 + 187=243. To also have complete and complete information 30% of the instrument went to top management staff, of which 70% went to subordinate employees.

reliable. Most studies previously have used questionnaires in the fields of customer intelligence and business performance consistently that yielded the desired findings and conclusions, which made the same instruments usefully reliable in this study to attain creditability and acceptability. To analyze the data collected from respondents on the study of customer intelligence and business performance, simple regression, ANOVA and correlation analyzes were used using SPSS statistical software.

**Estimation of Study Variable**

$$BP = (F)$$

$$CI \dots\dots\dots 1$$

$$CS = a + b_1 CI + e \dots\dots\dots 2$$

$$MS = a + b_2 CI + e \dots\dots\dots 3$$

Where, CS and MS are customer satisfaction and market share. They are proxies of

We sourced data primarily through questionnaires and secondary data obtained via the internet from recent articles published in journals on customer intelligence, textbooks, journal publications and others. The instruments used in the data collection were mainly a closed-ended questionnaire that was highly vetted by experts and professionals in the fields of customer intelligence and business management, which made the instrument valid and

business performance (Dependent Variable)  
 a = constant  
 CI is Customer Intelligence (Independent Variable).

b1, and b2, are regression coefficients that measure the degree of response of the dependent variable to the independent variables  
 e = residual or stochastic term

**DATA PRESENTATION, ANALYSIS AND INTERPRETATION**

**Data Presentation and Analysis**

**Table 4.1: Response Rate**

S/N	Staff of ShopRite	No of Questionnaire Distributed	No of Questionnaire Not returned/ Filled Wrongly	Percentage of Unreturned Questionnaires	No of Questionnaire returned and Used	Percentage of Returned Questionnaires and Used
1	Management	88	26	11	62	25
2	Junior Staff	155	15	6	140	58
	<b>Total</b>	<b>243</b>	<b>41</b>	<b>17</b>	<b>202</b>	<b>83</b>

Source: Field Survey, 2023.

Table 4.1 shows that 204 copies of the questionnaire were administered and distributed to the management and junior staff of these selected ShopRite stores in the same number as the sample size; 202 copies were retrieved, constituting 99 percent response rates that were used for the analysis, and 1

percent were not returned or filled out incorrectly. Out of these 202, 62 respondents representing 31 percent were retrieved from management, and 140 respondents representing 69 percent were retrieved from junior staff of these selected ShopRite stores in Abuja.

**Data Analysis and Discussion of Findings**

**Test of Hypotheses:**

**Hypothesis One**

**H1:** Customer intelligence has positive effect on customer satisfaction of ShopRite in FCT Abuja.

Model Summary				
Model	R	R Squared	Adjusted R Squared	Std. Error of the Estimate
1	.524 <sup>a</sup>	.275	.271	.42696

a. Predictors: (Constant), CI

Source: Generated using SPSS Output Version 25.0

The regression model was constructed to assess the relationship between the dependent variable (not explicitly stated) and the predictor variables, including a constant and the variable " Customer Intelligence." The coefficient of

determination (R Square) is 0.275, indicating that approximately 27.5% of the variability in the dependent variable can be explained by the predictor variables in the model. The adjusted R Square, accounting for the number of

predictors and sample size, is 0.271. The model's overall fit is represented by the multiple correlation coefficient (R) of 0.524. The standard error of the estimate is 0.42696, providing a measure of the average deviation of observed values from the regression line. The constant term and the predictor variable "

Customer Intelligence " are included in the model, with their respective coefficients contributing to the prediction. Further details about the nature of the variables, the context of the study, and the practical significance of the model's findings would be necessary for a comprehensive interpretation.

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Squared	F	Sig.
1	Regression	13.800	1	13.800	75.704	.000 <sup>b</sup>
	Residual	36.459	200	.182		
	Total	50.259	201			

a. Dependent Variable: CS

b. Predictors: (Constant), CI

Source: Generated using SPSS Output Version 25.0

The analysis of variance (ANOVA) table reveals that the regression model, with "Customer Intelligence " as the predictor variable, is statistically significant in predicting the dependent variable, which includes "Customer Satisfaction". The model's regression sum of squares is 13.800, with 1 degree of freedom, resulting in a mean square of 13.800. The F-statistic of 75.704 is highly significant ( $p < .001$ ), indicating that the variability in the dependent variable explained by the model is significantly greater than what would be expected by chance. The

residual sum of squares, representing unexplained variability, is 36.459 with 200 degrees of freedom, resulting in a mean square of 0.182. The total sum of squares is 50.259, distributed across the regression and residual components. Overall, the ANOVA results provide strong evidence that the model, with "Customer Intelligence " as a predictor, is a statistically significant predictor of the dependent variable, shedding light on the relationship between the variables in the context of the study.

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.670	.281		5.953	.000
	CI	.567	.065	.524	8.701	.000

a. Dependent Variable: CS

Source: Generated using SPSS Output Version 25.0

The coefficients table provides information about the contribution of each predictor variable to the dependent variable "Customer Satisfaction" in the regression model. The constant term has a value of 1.670 with a standard error of 0.281, and the associated t-statistic of 5.953 is statistically significant ( $p < 0.001$ ), suggesting that there is a significant intercept in the model. The

predictor variable "Customer Intelligence " has an unstandardized coefficient of 0.567, a standard error of 0.065, and a beta coefficient of 0.524. The t-statistic for "Customer Intelligence " is 8.701, and the associated p-value is also highly significant ( $p < 0.001$ ), indicating that the variable "Customer Intelligence " significantly contributes to the prediction of the dependent variable

"CS." The positive sign of the coefficient suggests a positive relationship between "Customer Intelligence" and "Customer Satisfaction," and the standardized beta coefficient of 0.524 provides insight into the strength and direction of this relationship after accounting for the scale

of the variables. Overall, the coefficients table indicates that the variable "Customer Intelligence" is a significant predictor of "Customer Satisfaction" in the model, contributing positively to the predicted values.

**Hypothesis Two**

**H2:** *Customer intelligence has positive effect on market share of ShopRite in FCT Abuja.*

**Model Summary<sup>b</sup>**

Model	R	R Squared	Adjusted R Squared	Std. Error of the Estimate
1	.658 <sup>a</sup>	.432	.421	.48011

a. Predictors: (Constant), CI

Source: Generated using SPSS Output Version 25.0

The model summary table provides key metrics for assessing the performance of the regression model in predicting the dependent variable "Market Share." The multiple correlation coefficient (R) is 0.658, indicating a moderate positive linear relationship between the predictor variable "CI" and "MS." The coefficient of determination (R Square) is 0.432, meaning that approximately 43.2% of the variability in the dependent variable can be explained by the predictor variable "CI." The adjusted R Square, which accounts for the number of predictors and sample size, is 0.421. The standard error of the estimate is 0.48011, providing an average measure of the deviation of

observed values from the regression line. The model, with only the constant and the predictor variable "Customer Intelligence," appears to explain a substantial proportion of the variance in the dependent variable "Market Share," as reflected in the R Square value. However, the Durbin-Watson statistic raises a potential concern about the assumption of independence of residuals. Further diagnostics and interpretation within the context of the study would be necessary to provide a comprehensive understanding of the model's adequacy and potential implications.

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

Model		Sum of Squares	df	Mean Squared	F	Sig.
1	Regression	13.300	1	13.300	104.724	.000 <sup>b</sup>
	Residual	25.459	200	.127		
	Total	38.459	201			

a. Dependent Variable: MS

b. Predictors: (Constant), CI

Source: Generated using SPSS Output Version 25.0

The analysis of variance (ANOVA) table for the regression model predicting the dependent variable "Market Share" indicates that the model is highly significant. The regression sum of squares is 13.300, with 1 degree of

freedom, resulting in a mean square of 13.300. The F-statistic, calculated as the ratio of the regression mean square to the residual mean square, is 104.724, and the associated p-value is less than 0.001. This low p-value suggests that the variability

in the dependent variable explained by the model is significantly greater than what would be expected by chance alone. The residual sum of squares, representing unexplained variability, is 25.459 with 200 degrees of freedom, resulting in a mean square of 0.127. The total sum of squares is 38.459, distributed across the regression and residual components. These results indicate that

the model, which includes the constant and the predictor variable "Customer Intelligence," is a statistically significant predictor of the dependent variable "Market Share." This information is crucial for understanding the overall fit of the model and the extent to which the predictor variable contributes to explaining the variance in "Market Share."

		Coefficients <sup>a</sup>			
Model		Unstandardized Coefficients		Standardized Coefficients	
		B	Std. Error	Beta	t
1	(Constant)	1.670	.281		5.953
	CI	.571	.022	.789	26.095
					Sig.
					.000
					.000

a. Dependent Variable: MS

Source: Generated using SPSS Output Version 25.0

The coefficients table provides insights into the contribution of the predictor variable "Customer Intelligence" to the dependent variable "MS" in the regression model. The constant term has a value of 1.670 with a standard error of 0.281, and the associated t-statistic of 5.953 is statistically significant ( $p < 0.001$ ), indicating the presence of a significant intercept in the model. The predictor variable "Customer Intelligence" has an unstandardized coefficient of 0.571 with a standard error of 0.022. The beta coefficient, representing the standardized effect size, is 0.789. The t-statistic for "Customer Intelligence" is 26.095, and the associated p-value is highly significant ( $p < 0.001$ ), indicating that the variable "Customer Intelligence" significantly contributes to the prediction of the dependent variable "Market Share." The positive sign of the coefficient suggests a positive relationship between "Customer Intelligence" and "Market Share," and the large standardized beta coefficient underscores the substantial impact of "Customer Intelligence" on the predicted values of "MS." Overall, the coefficients

table highlights that the variable "Customer Intelligence" is a highly significant predictor, with a strong positive influence on the dependent variable "Market Share" in the context of the regression model.

### Discussion of Findings

The first hypothesis analyzed showed that the introduction and implementation of customer intelligence had a positive and significant effect on customer satisfaction at ShopRite in the Federal Capital Territory of Abuja. If all other variables remain constant, a one unit increase in customer intelligence results in a 0.567 (56.7%) increase in customer satisfaction. Therefore, Customer Intelligence had a positive effect on customer satisfaction at ShopRite in the Federal Capital Territory, Abuja. The second hypothesis tested showed that the adoption and practice of consumer intelligence had an equally positive effect on ShopRite's market share in the Federal Capital Territory, Abuja. All other factors remaining constant, a one unit increase in customer intelligence represents a 0.571 (57.1%) increase in market share. There is

therefore a positive effect of Consumer Intelligence on ShopRite's market share in the Federal Capital Territory, Abuja.

From the data analysis of this study and the hypotheses tested in this study, it was found and evident that customer intelligence had a strategic and significant impact on the consistent business performance of ShopRite in the Federal Capital Territory of Abuja. This finding was supported by the results of Soldiersko et al. supported. (2022); Dam et al. (2022); Paradza and Daramola (2021); Oviivi and Bello (2022) recently concluded that Customer Intelligence increases the effectiveness of consistent marketing decisions, brings innovation to the company and customers as a whole, and increases business value, improving overall consistent business results. Findings also showed from the study that customer intelligence had a strategic and positive effect on customer satisfaction, which could lead to customer retention in ShopRite superstores in Nigeria. This finding was also supported by the findings of studies that posited concretely that customer intelligence brings about improvements in the innovative gap between customers and organizations that could enhance effectiveness in service delivery and lead to improvement in customer satisfaction holistically (Dam et al., 2021; Lafrenière, 2020). Findings from this study showed that customer intelligence had significantly led to the improvement of the market share of ShopRite superstores in Nigeria. This finding was also in alignment with the ascertained conceptual review that customer intelligence affects the creation of marketing values that can boost a high level of customers' patronage and holistically lead to an improvement in the market share of corporate settings (Wedel & Kannan, 2016; Dam et al., 2022; Erevelles et al., 2016).

## CONCLUSIONS AND RECOMMENDATIONS

### Conclusion

Based on the above findings, the study concluded that customer intelligence adoption and implementation in ShopRite operational settings in Nigeria enhance consistent business performance in a holistic way. It can also concluded that customer intelligence helps to create sustainable business and marketing value at ShopRite in Abuja. This finding was in line with the objective of the study. From the first discussion of findings, the study concluded that customer intelligence is a strategic structure to enhance consistent customer satisfaction at ShopRite in Abuja. This discovery addressed and answered the first research question, which stated to what extent customer intelligence had an effect on customer satisfaction, as well as the first hypothesis, which stated in the study that customer intelligence has a positive effect on customer satisfaction at ShopRite in the Federal Capital Territory of Abuja. Secondly, the study also concluded that customer intelligence implementation had led to holistic positive changes in the market share of ShopRite in Abuja. This finding had addressed and answered the second research question, which stated to what extent customer intelligence has an effect on market share, and the assumed second hypothesis, which was stated in the study, that customer intelligence has a positive effect on the improvement of the market share at ShopRite, Abuja. The study also addressed the specific objectives of the study which stated to examine the level of customer intelligence that had an effect on customer satisfaction at ShopRite in FCT Abuja and examine the extent to which



customer intelligence had an effect on ShopRite's market share in FCT Abuja.

### Recommendations

1. The ShopRite, Abuja, top management should adopt the IVA theory and model to have an effective and sustainable customer intelligence system that aligns with changing business contexts to address effectiveness in customer satisfaction and market share.
2. The ShopRite top management and strategic thinkers should also push more on innovative intelligence to boost their customer intelligence, which might enhance consistent customer satisfaction and improve market share holistically.

### Contributions to Knowledge

This study had made a strategic advancement by postulating the effectiveness and strategic change that can be extracted from the adoption and practice of customer intelligence in modern corporate settings for the improvement of their business growth, operational sustainability, and business performance at large. The study had now dished out model, empirical, and conceptual reviews to students, researchers, and strategic thinkers of modern corporations on how customer intelligence had a strategic and significant effect on business performance holistically to a greater extent.

### References

Al-Hashem, A. O. (2022) Marketing Intelligence Dimensions As an Innovative Approach for Customer Retention through the Intermediate Role of Customer Experience, *Jordan Journal of*

*Business Administration*, Volume 18, No. 4, DOI: <https://doi.org/10.35516/jjba.v18i4.458>

Ali, N.; Javid, M.A.; Campisi, T.; Chaiyasarn, K.; & Saingam, P. (2022) Measuring

Customers' Satisfaction and Preferences for Ride-Hailing Services in a Developing Country. *Sustainability*, 14, 15484.

<https://doi.org/10.3390/su14215484>

Arshad Khan, M.; & Alhumoudi, H.A. (2022) Performance of E-Banking and the Mediating

Effect of Customer Satisfaction: A Structural Equation Model Approach. *Sustainability*, 14, 7224. <https://doi.org/10.3390/su14127224>

Belleflamme P., Martin P., & Toulemonde E. (2021) The Tension between Market Shares

and Profit Under Platform Competition, *Discussion Paper Series – CRC TR 224, Discussion Paper No. 204 Project B 05*

Belwal, R., & Amireh, M. (2018). Service quality and attitudinal loyalty: Consumers'

perception of two major telecommunication companies in Oman. *Arab Economic and Business Journal*, 13(2), 197–208. <https://doi.org/10.1016/j.aebj.2018.11.003>

Bernarto, Innocentius, Agus P., & Ronnie R. M. (2022) The Effect of Perceived Risk, Brand

Image and Perceived Price Fairness on Customer Satisfaction, *Journal*

*Manajemen*/Volume XXVI, No. 01, February 2022: 35-50 DOI: <http://dx.doi.org/10.24912/jm.v26i1.833>

- Brandt, D. R., & Donohue, W. A. (2022). Perceived Organizational Listening Effectiveness: A Comparison of Consumer Intelligence Provider and Consumer Intelligence User Assessments. *International Journal of Business Communication*, 23294884221119168.
- Bouncken, R. B. and Kraus, S. and Roig-Tierno, N. (2021) 'Knowledge- and innovation-based business models for future growth: digitalized business models and portfolio considerations. *Review of managerial science.*, 15 (1). pp. 1-14.
- Dam, N. A. K., Le Dinh, T., & Menvielle, W. (2021a). "Key Aspects of Customer Intelligence in the Era of Massive Data," *Cham: Springer International Publishing*, pp. 259-271.
- Dam, N. A. K., Le Dinh, T., & Menvielle, W. (2021b). "Towards a Conceptual Framework for Customer Intelligence in the Era of Big Data," *International Journal of Intelligent Information Technologies (IJIIIT)* (17:4), pp. 1-17.
- Dam N. A. K., Le Dinh T. & William M. (2022) The Quest for Customer Intelligence to Support Marketing Decisions: A Knowledge-Based Framework, *Vietnam Journal of Computer Science*, DOI: 10.1142/S2196888822500208
- Davras, Ö., & Caber, M. (2019). Analysis of hotel services by their symmetric and asymmetric effects on overall customer satisfaction: A comparison of market segments. *International Journal of Hospitality Management*, 81(May 2018), 83-93.
- <https://doi.org/10.1016/j.ijhm.2019.03.003>
- Dimitriadis S. & Rembrand K. (2021) *Social Skills Improve Business Performance: Evidence from a Randomized Control Trial with Entrepreneurs in Togo*, Harvard Business School, the Kauffman Foundation Dissertation Fellowship, and the Strategic Research Foundation's Dissertation Fellowship Program.
- Edeling, A. & Himme, A. (2018), When Does Market Share Matter? New Empirical Generalizations from a Meta-Analysis of the Market Share-Performance Relationship. *Journal of Marketing*, 82 (3), 1-24.
- El-Adly, M. I., & Eid, R. (2016). An empirical study of the relationship between shopping environment, customer perceived value, satisfaction, and loyalty in the UAE malls context. *Journal of Retailing and Consumer Services*, 31, 217-227. <https://doi.org/10.1016/j.jretconser.2016.04.002>
- Erevelles S., Fukawa N. & Swayne L. (2016) Big data consumer analytics and the transformation of marketing, *Journal of Business Research* 69, 897-904.
- Gao, Y. (2010). Measuring marketing performance: a review and a framework. *Marketing Review*, 10(1), 25-40. <https://doi.org/10.1362/146934710X488924>
- Gerdt, S. O., Wagner, E., & Schewe, G. (2019). The relationship between sustainability and customer satisfaction in hospitality: An explorative investigation using eWOM as a data source. *Tourism Management*, 74(December 2018), 155-172.

- <https://doi.org/10.1016/j.tourman.2019.02.010>
- Ghazzawi, A., & Alharbi, B. (2019). Analysis of Customer Complaints Data using Data Mining Techniques. *Procedia Computer Science*, 163, 62–69. <https://doi.org/10.1016/j.procs.2019.12.087>
- Giudici, A. (2009). *Dynamic capabilities-what do we? actually? know? A systematic assessment of the field and a research agenda*.
- Hamzah, A.A., & Shamsudin, M. F. (2020). Why Customer Satisfaction Is Important To Business? *Journal of Undergraduate Social Science and Technology*, Vol. 2 No. 1, ISSN: 2710-6918
- Hashem, T. N. (2019) The Impact Of Customer Intelligence Management On Customer Purchase Decision Process, *International Journal of Management and Applied Science*, Volume-5, Issue-10, ISSN: 2394-7926
- Hirata, E. (2019). Service characteristics and customer satisfaction in the container liner shipping industry. *Asian Journal of Shipping and Logistics*, 35(1), 24–29. <https://doi.org/10.1016/j.ajsl.2019.03.004>
- Hoffman M, & Tadelis S. (2021) People management skills, employee attrition, and manager rewards: An empirical analysis. *J. Polit. Economy* 129(1): 243-285.
- Hsieh, S.H., Lee, C.T., Tseng, T.H., (2021). Branded app atmospherics: examining the effect of pleasure-arousal-dominance in brand relationship building. *J. Retailing Consum. Serv.* 60, 102482.
- Hsu, T. (2022) Market Share as a Performance Measure: A Conceptual Framework, *Management and Business Research Quarterly* (21) 24–34
- Kerdpitak C. (2022) Business performance model of herbal community enterprise in Thailand, *Uncertain Supply Chain Management* 10 (2022) 345–352
- Keshavarz, Y., & Jamshidi, D. (2018). Service quality evaluation and the mediating role of perceived value and customer satisfaction in customer loyalty. *International Journal of Tourism Cities*, 4(2), 220–244.
- Khantimirov, D. (2017) Market Share as a Measure of Performance: Conceptual Issues and Financial Accountability for Marketing Activities within a Firm, *Journal of Research in Marketing*, Volume 7, No.3
- Kim, C., & Chung, K. (2022). Measuring Customer Satisfaction and Hotel Efficiency Analysis: An Approach Based on Data Envelopment Analysis. *Cornell Hospitality Quarterly*, 63(2), 257–266. <https://doi.org/10.1177/1938965520944914>
- Law, C. C., Zhang, Y., & Gow, J. (2022). Airline service quality, customer satisfaction, and repurchase Intention: Laotian air passengers' perspective. *Case Studies on Transport Policy*.
- Le D. T., Vu, T. H., Dam, N. A. K.; and Nguyen, C. N. (2022) "Trivi: A Conceptual Framework for Customer Intelligence Systems for Small and Medium-sized Enterprises", *PACIS 2022 Proceedings*. [177.https://aisel.aisnet.org/pacis2022/177](https://aisel.aisnet.org/pacis2022/177)
- Li, F., Lu, H., Hou, M., Cui, K. & Darbandi, M. (2021) Customer satisfaction with bank services: The role of cloud services,

- security, e-learning and service quality, *Technology in Society* 64 (2021) 101487
- Lunt N., Richard S., Mark E., Johanna H., & Russell M., (2017) Market size, market share and market strategy: *three myths of medical tourism*, *IP: 109.151.182.165* 19:39:39
- Mafael A., Sascha R. & Stefan J. H. (2022) Managing customer satisfaction after a product recall: the joint role of remedy, brand equity, and severity, *Journal of the Acad. Mark. Sci.* 50:174-194
- Markić B., Sanja B. & Arnela B. (2016) Customer Intelligence Analytics on Social Networks, *Expert Journal of Marketing*, Volume 4, Issue 1, pp.24-30,
- McLean, G., Osei-Frimpong, K., (2017). Examining satisfaction with the experience during a live chat service encounter-implications for website providers. *Comput. Hum. Behav.* 76, 494-508.
- Ngo, V. M. (2018) Measuring Customer Satisfaction: A Literature Review, *Proceedings of the 7th International Scientific Conference Finance and Performance of Firms in Science, Education and Practice*
- Novitasari D., Bonar B. J. N., Siti A., Nelson S., & Masduki A. (2022) Linking Between Brand Leadership, Customer Satisfaction, And Repurchase Intention In The E-Commerce Industry, *International Journal Of Social And Management Studies (IJOSMAS) Volume: 03 No. 01* <https://www.ijosmas.org> E-Issn: 2775-0809
- Nunkoo, R., Teeroovengadum, V., Ringle, C.M., Sunnassee, V., (2020) Service quality and customer satisfaction: the moderating effects of hotel star rating. *Int. J. Hospit. Manag.* 91, 102414.
- Ovivi A. J. & Bello A. (2022) Business Intelligence System and Operational Performance of Selected Telecommunication Companies in the Federal Capital Territory, *Gusau Journal Of Business Administration (GUJOBA) | Vol. 1, Issue 1*
- Ovivi A. J. (2022) *Business Intelligence; An Introduction to Data Driven Rethinking & Alignment*, First Edition, Joyce Graphic Printers & Publishers, Kaduna - Nigeria. ISBN: 978 - 978 - 58265 - 7 - 9
- Paradza, D. & Daramola, O. (2021) Business Intelligence and Business Value in Organizations: Systematic Literature Review. *Sustainability*, 13, 11382. <https://doi.org/10.3390/su132011382>
- Rahman N. (2019) *Customer Intelligence Practices in Dynamic Firms: Capturing Value from the CRM Ecosystem*, Master's Thesis in Strategic Business Development, University of Vaasa School of Management
- Razak, A. A., & Shamsudin, M. F. (2019). The influence of atmospheric experience on Theme Park Tourist's satisfaction and loyalty in Malaysia. *International Journal of Innovation, Creativity and Change*, 6(9), 10-20.
- Rizwan, U.K., Yashar S., Qaisar I. & Shaohua Y. (2020): The Impact of Customer Relationship Management and Company Reputation on Customer Loyalty: The Mediating Role of Customer Satisfaction, *Journal of Relationship Marketing*, DOI: 10.1080/15332667.2020.1840904

- Ruan, Y. & Mezei, J. (2022) When do AI chatbots lead to higher customer satisfaction than human frontline employees in online shopping assistance? Considering product attribute type, *Journal of Retailing and Consumer Services* 68 (2022) 103059
- SARA (2020) SARA Key Performance Indicators & Customer Satisfaction Survey Report 2019-2020, The State of Queensland (Department of State Development, Infrastructure, Local Government and Planning)
- Sasu T., Helen R., Gabor N., Andrea B. & Tommi L. (2022) Customer-centric strategy driving innovativeness and business growth in international markets, *International Marketing, Review Emerald Publishing Limited* 0265-1335 DOI 10.1108/IMR-09-2020-0215
- Siti M. Dewa K. R. A., Riyadi N., Candraningrat, Achmad Y. Alif F. & Donny A. (2022) Critical thinking and creativity of MSMEs in improving business performance during the covid-19 pandemic, *Uncertain Supply Chain Management* 10 19–28
- Soldatenko T.A., Yessimzhanova S.R. & Gerasimchuk N.A. (2022) KPI dashboard for Customer Intelligence tasks: application and significance for business, *1(93) IRSTI 06.52.13 UDC 338.24* <https://doi.org/10.46914/1562-2959-2022-1-1-219-226>
- Stranjancevic, A. & Bulatovic, I. (2015) Customer Satisfaction As An Indicator Of Service Quality In Tourism And Hospitality, *International Journal for Quality Research* 9(4) 689–704 ISSN 1800-645
- Suryani, E., Hendrawan, R. A., Limanto, B., Wafda, F. & Auliyah, I. (2022) The Impact of Social Media Engagement on Market Share: A System Dynamics Model, *Journal of Information Systems Engineering and Business Intelligence*, 8 (1), 71-79
- Teece, D.J. (2007). Explicating dynamic capabilities: The nature and micro foundations of (sustainable) enterprise performance. *Strategic Management, International Journal for Quality Research* 9(4) 689–704 ISSN 1800-6450
- Teece, D.J., Pisano, G. & Shuen, A. (1997). Dynamic capabilities and strategic management. *Strategic Management Journal*, 18(7): 509-533.
- Wedel M. & P. K. Kannan, (2016) Marketing analytics for data-rich environments, *Journal of Marketing* 80, 97–121, doi: 10.1509/jm.15.0413.
- Yan, Y., Huang, C., Wang, Q., & Hu, B. (2020). "Data Mining of Customer Choice Behavior in Internet of Things within Relationship Network," *International Journal of Information Management* (50),pp. 566-574.
- Zhang, J., Zhang, J., & Zhang, M. (2019). From free to paid: Customer expertise and customer satisfaction on knowledge payment platforms. *Decision Support Systems*, 127(March), 113140. <https://doi.org/10.1016/j.dss.2019.113140>