

**Customer Engagement and Performance of Baby-Care Products in Ibadan Oyo State,
Nigeria**

**Damilola Grace, RASHEED
LCU/ PG/00242**

**Being a Thesis Presentation to the Department of Management and Accounting, Faculty
of Management and Social Sciences, Lead City University, Ibadan, Oyo State, Nigeria**

**In Partial Fulfillment of the Requirements for the Award of Master of Science Degree
(MSc) in Marketing**

2023

Certification

This is to certify that this thesis was carried out by **Damilola Grace, RASHEED** with Matriculation number **LCU/ PG/00242**, in the Department of Management & Accounting under my thorough supervision in the Faculty of Management and Social Sciences, Lead City University, Ibadan, Nigeria and that this work had not been previously submitted.

Dr A.B. Onamusi
Supervisor

Date

Dr. T.M Akinbo
Head of Department

Date

Do Not Copy, Lead City University, Nigeria

Dedication

This thesis is dedicated to God Almighty for His Grace and guidance throughout this programme.

Do Not Copy, Lead City University, Nigeria

Acknowledgement

I give all praise and adoration to God Almighty for guiding me through my course of study in this noble university, Lead City University, Ibadan. I wish to express my profound gratitude to Lead City University, Ibadan Nigeria for the given opportunity to undergo this degree. I appreciate the Vice-Chancellor of Lead City University, Ibadan, Professor K.A. Adeyemo, Heads of Departments and Lecturers in the University. The unquantifiable contribution of my supervisor, Dr A.B. Onamusi, who created an enabling supervision towards the completion of this thesis, can never be ignored. You motivated me and helped by mentoring and coaching me throughout this entire process. Sincere gratitude is extended to Dr. Tina Akinbo, (HOD, Department of Management & Accounting), Prof. Oyedokun, and Dr Adejuwon for your assistance and direction. Dr B.S Adeleke also contributed enormously to this study by giving me support and advice. I acknowledge all my colleagues and fellow students at the University, thank you. Furthermore, I say a big thank you to my Husband Mr Rasheed Ibrahim, for his support. I am also grateful to my siblings for their understanding and encouragement.

Abstract

The global performance of Manufacturers of Baby-Care Products (MBCPs) showed the industry experienced growth. However, the performance of MBCPs in Nigeria experienced decline in customer trust, satisfaction and commitment which is suggestive of challenges associated customer engagement. Hence, this study examined the effect of customer engagement on Customer Performance (CP) of selected MBCPs in Oyo State, Nigeria. Cross-sectional survey research design was adopted. The infinite population has a sample size of 537 nursing mothers computed using Cochran formula. The study adopted a purposive sampling technique to select the nursing mothers. A validated questionnaires were used to collect data. The Cronbach's alpha reliability coefficients for the constructs ranged from 0.72 to 0.91. The response rates of 89.7% was obtained. Data were analysed using descriptive and inferential statistics. Findings revealed that customer engagement has significant effect on CP ($R^2 = 0.140$, $F(1,446) = 72.645$, $p = 0.000$). Customer engagement has significant effect on customer satisfaction (Adj. $R^2 = 0.151$, $F(2,445) = 40.813$, $p = 0.000$). Customer engagement has significant effect on customer trust (Adj. $R^2 = 0.107$, $F(2,445) = 40.813$, $p = 0.000$). Customer engagement has significant effect on customer commitment (Adj. $R^2 = 0.402$, $F(2,445) = 10.726$, $p = 0.000$). Customer equity had significant moderating effect on the relationship between customer engagement and customer performance of selected BCPs in Oyo State, Nigeria ($\Delta R^2 = 0.100$, $\Delta F = 7.504$, $p < 0.006$). The study concluded that customer engagement affects customer performance of selected BCPs in Oyo State, Nigeria. The study recommended that management of the baby-care product investigated should focus more on engaging nursing mothers so that customer satisfaction can be improve performance. Management must reinvent customer equity mechanism such as value, brand and relationship equity as it has the potential to improve the interaction between customer engagement and customer performance in Ibadan Oyo State.

Keywords: Baby-care industry, Customer engagement, Customer equity, performance

Word Count: 296

Table of Contents

Title	Page
Certification	ii
Dedication	iii
Acknowledgement	iv
Abstract	v
Table of Contents	vi
List of Tables	ix
List of Figures	x
Chapter One: Introduction	
1.1 Background to the Study	1
1.2 Statement of the Problem	5
1.3 Aim and Objectives of the Study	7
1.4 Research Questions	8
1.5 Hypotheses	8
1.6 Significance of the Study	9
1.7 Scope of the Study	10
1.8 Limitation of the Study	11
1.9 Operationalization of Variables	12
1.10 Operational Definition of Terms	15
Endnotes	17

Chapter Two: Literature Review

2.1	Conceptual Review	20
2.1.1	Customer Engagement	20
2.1.2	Customer Equity	28
2.1.3	Performance	45
2.2	Theoretical Review	58
2.2.1	Social Exchange Theory	58
2.2.2	Resource-Based View	60
2.3	Review of Empirical Studies	63
2.3.1	Customer Engagement on Customer Satisfaction, Trust and Commitment	63
2.3.2	Customer Engagement, Customer Equity, and Organisational Performance	66
2.4	Conceptual Model	72
2.5	Summary of Gaps in Literature Reviewed	73
	Endnotes	76

Chapter Three: Methodology

3.1	Research Design	87
3.2	Population of the Study	87
3.3	Sample and Sampling Techniques	88
3.4	Description of the Research Instrument	90
3.5	Validity of Research Instrument	90
3.6	Reliability of Research Instrument	94
3.7	Administration of Research Instrument and Method of Data Collection	95
3.8	Method of Data Analysis	97

Endnotes	98
Chapter Four: Results and Discussion of Findings	
4.1 Demographic Data Analysis	100
4.2 Test of Hypothesis	114
4.3 Discussion of Findings	125
Endnotes	131
Chapter Five: Conclusion	
5.1 Summary of Findings	132
5.2 Conclusion	132
5.3 Recommendations	133
5.4 Contribution to Knowledge	134
5.5 Suggestion for Further Research	135
Bibliographies	137
Appendix 1: Questionnaire	149
Biodata	152
The University Compliance Certificate	154

List of Tables

Table	Title	Page
3.1	Summary of Pilot Test Incorporating Construct Validity Test	92
3.2	Discriminant Validity using Heterotrait-Monotrait Ratio (HTMT)	93
3.3	Validity Statistics Process	94
3.4	Reliability Statistic	95
4.1	Response Rate	101
4.2	Demographic Characteristics of Respondents	101
4.3	Descriptive Analysis of the response Customer Engagement	103
4.4	Descriptive Analysis of the response Customer Satisfaction	107
4.5	Descriptive Analysis of the response Customer Trust	108
4.6	Descriptive Analysis of the response Customer Commitment	110
4.7	Descriptive Analysis of the response Customer Equity	112
4.8a-c	Summary of Regression Analysis for the customer engagement on customer satisfaction of baby-care products in Ibadan Oyo State, Nigeria	115
4.9a-c	Summary of Regression Analysis for the customer engagement on Customer Trust of baby-care products in Ibadan Oyo State, Nigeria	117
4.10a-c	Summary of Regression Analysis for the customer commitment on Customer Trust of baby-care products in Ibadan Oyo State, Nigeria	120
4.11a-c	Summary of hierarchical Regression Analysis for the Moderating Effect of Customer equity on the Interaction between Customer engagement and Organisational performance of baby-care products in Ibadan Oyo State	122

List of Figures

Figure	Title	Page
2.1	Conceptual Model	72

Do Not Copy, Lead City University, Nigeria

Chapter One

Introduction

1.1 Background to the Study

Hayat Gimya, Procter & Gamble Nigeria Ltd, Kimberly Clark, and Wemy Industries Nigeria provide items to address the ever-increasing human requirements in a constantly changing world. Infants and toddlers, for example, need to be cared for so that they can grow up to be effective individuals. Individuals, society, government, and the organizations themselves all have a lot riding on how effectively these manufacturing firms operate. This is particularly true when it comes to how well they can function as a going concern. As a result, this study raises the question of what relevance is the capacity to engage customer to sustaining these organizations' long-term viability¹.

In 2018, the global market for infant care products was valued at \$87.14 billion, and this figure is expected to expand between 4.39 percent and 5.2 percent between 2019 and 2025 to reach \$108.04 billion^{1,2}. Factors such as rising birth rates in developing and emerging economies in Asia Pacific, increased disposable income, the rise of working parents especially women in the Middle East and Africa, the improved accessibility to the online retailing platform, growing urbanization and changing lifestyles and a renewed commitment to infant nutrition and hygiene around the world are to blame for this growth³.

In a study, a researcher which indicated that approximately six million infants under the age of five perished mostly as a result of hygiene-related diseases like diarrhoea, we have made this commitment to baby nutrition and cleanliness⁴. To ensure that society is aware of baby health, hygiene, and safety, government initiatives and awareness programs have been

implemented^{5,6}. The ripple effect of these events has resulted in an increase in the global market performance of baby-care products as a result of a greater focus on hygiene among nursing parents. Nevertheless, the global baby-care industry's performance is vulnerable to the negative multiplier effect of the COVID-19 pandemic, which has shut down many sectors of the global economy, reduced global manufacturing, restricted global mobility, and resulted in the death of hundreds of thousands of people⁷.

North America's baby-care product market accounted for a significant chunk of the global increase of 20.92 percent in 2017 and a significant share of the global market¹. As a whole, Europe's baby-care product market grew by 24.74 percent over the last year in terms of both value and volume share. In 2017, the Asia Pacific region had a market share of 29.61 percent because to the increasing number of working mothers in Japan, India, and China. 24.73 percent of global infant product sales were made in South America and the Middle East and Africa. In comparison to other regions, the performance of these two regions is poor. Countries like the United Arab Emirates, Iran, Saudi Arabia, and Israel are driving the growth of the MEA baby care product market².

The continent of Africa's baby-care business continues to grow at an unstable rate due to economic, financial, and currency crises, as well as political and security uncertainties⁸. Consequently, the baby-care industry's organizational performance has been hindered. According to a study, the continent has the lowest per capita diaper consumption for babies aged 0-3 years to be 339 (of the 339, Nigeria was responsible for the measly 89 compared to Israel's 955 in the same region)⁹.

There has been erosion in the Naira's purchasing power and consequently low real incomes for wage earners (in both public and private sectors) as the result of the recession's ripple effects and the falling value of the naira. This is especially true given that minimum wage of N18,000 has been unchanged from 2011 to 2022, and some would argue that this is still the case today. Economic agents developed a price sensitivity as a means of coping with inadequate disposable income. The premium brands suffered as a result of these new economic realities, while the low-cost companies benefited. As a result of the dollar's rise, it became increasingly difficult for manufacturers to obtain and produce raw materials cost-effectively; as a result, 272 manufacturing plants shut down between 2015 and 2016⁹. The breakout of the COVID-19 pandemic, Russia-Ukraine conflict, and their impact on global oil production, pricing, and revenue creation for Nigeria's federal government is additional cause for concern.

There was also an increase in manufacturing costs as a result of a lack of infrastructure and power supply, as well as high electricity bills, double taxation regimes, high funding costs, and an increasing inflation rate¹⁰. Macro events in Nigeria have been documented to have an impact on the organizational performance of Nigerian manufacturing enterprises, as evidenced by the current research^{10,11,12,13}.

Data on real GDP showed that the sector further experienced a decline from N1,608,461.83m in 2018 to N1,537,522.17m in the third quarter of 2019 and a drop in the manufacturing Purchasing Managers Index (PMI) from 61.10 percent to 57.7 percent between December 2018 and September 2019. This supports the claims of Okafor, Ufomadu and MAN. Despite the fact that the economy has emerged from recession and is beginning to recover, little has changed in terms of the status quo¹⁴.

Nigeria's baby-care market saw an improvement of just one percent in 2017, with a retail volume CAGR of six percent in 2017. Despite a rise in the birth rate of 36.9 percent in 2017 to 38.09 percent in 2018, per capita consumption of baby-care items remains low compared to nations in the same region^{15,16}. Manufacturers of baby-care goods are also hindered in their ability to move forward by the tremendous expenses and hurdles connected with obtaining raw materials, product development, marketing, and innovation¹⁷. As a result of a study, the scholar stated that the category's penetration in Nigeria was very low and it was still a long way from attaining its full market potential¹⁸.

It is difficult for local manufacturers to compete in the global market since they are limited in their ability to employ various marketing means to reach their clients, who are in this case, nursing mothers, because the industry is strongly restricted from doing so^{17,18}. A researcher argued in favor of taking use of customer involvement, which comprises offering platforms for customers to participate in co-creation activities with the manufacturers. As a result of these companies' failure to involve their customers (nursing mothers) in a co-creation function, some customers have no psychological attachment to the products of these companies, which could have increased their satisfaction and trust in the products offered to them^{20,21,22}.

It is difficult for local manufacturers who lack customer-centric orientation when compared to foreign-owned companies to develop new products that are without complaint from nursing mothers and to manage the many challenges, such as infrastructure inadequacies and legislative restrictions that exist in Nigeria's business environment²³. In most cases, these issues have contributed to the demise of several manufacturing companies in this area²⁴. The promotion of breastfeeding through government initiatives for infants aged 0-24

months (with 0-6 months of exclusive breastfeeding), health authorities' and mothers' concerns about food safety, and restrictions on marketing Breast-Milk Substitute (BMS) formula on a large scale are all factors that have limited the commitment of nursing mothers to the baby-care industry (particularly in the baby food category).

According to scholars, an organization must have distinct resources and core competencies to ensure customer sustainability (in terms of customer satisfaction, trust, and commitment) for an organization operating in a turbulence environment; a dynamic capability that can adapt to changing external conditions^{25,26}. As an example, during anti-natal and nursing mother immunization days, customers can be engaged in a co-creation responsibility on social media^{27,28}. Active market sensing, communication, planning, and implementation all rely on the ability to perform these things^{29,30,31}. Customer-centric behavior such as advocating for customer equity in value proposition, relationship appreciation, and brand identity is also a significant success component that holds potential benefit for the connection of customer engagement and organizational performance. Aiming to address industry-specific issues, this study examined the functional relationship between customer engagement and performance of manufacturers of baby-care products from the perspective of nursing mothers in Ibadan, Oyo State, Nigeria, and determine the relevance of the role played by customer equity in this relationship.

1.2 Statement of the Problem

When it comes to baby items in Nigeria, manufacturers have not paid much attention to involving customers in co-creation activities, except from delivering advertising packages and holding baby pageants^{32, 33}. The lack of co-creation activities with nursing mothers has

contributed to a lack of happiness, trust, and commitment to the product among mothers. Pampers baby dry and Huggies baby essential (locally created) have not met the expectations of nursing mothers when it comes to satisfaction, trust, and commitment¹⁵. To some extent, the ease with which breastfeeding moms migrate from local brands to foreign products is a direct result of low customer-related outcomes. Since new imported products like Frisogold, Nutribon, Nutriben and Kendamill have gained market share and popularity, nursing mothers' dissatisfaction with local brands and dedication to foreign brands has been exacerbated¹⁵. As a result, new mothers in Nigeria have expressed their dissatisfaction with the quality of the baby care products they have purchased on social media.

When it comes to delivering exceptional customer service, organizations must have a wide range of internal capabilities^{27,36,38}. There are a number of studies in the area of internal organizational capabilities on customer engagement, new product development, marketing capabilities and innovation capabilities that deal with issues like customer satisfaction, collaborative efforts for understanding customers and obtaining maximum customer lifetime value, in various economic settings and research contexts^{13,27,34}.

In contrast, just a few researchers focused on how these firm-level competencies, such as customer involvement, influenced customer performance in these identified studies^{13,15,18,36}. Notably, the few empirical studies examined primarily dealt with the service sector, which encompasses entity from banks and telecommunications companies to insurance companies⁴. The few studies that looked at manufacturing companies, focused on a mix of small manufacturing enterprises from several sectors in Rivers State, and this could lead to results that are not relevant to the current study's concentration on one particular industry. There is also no empirical evidence of studies that looked into the significance of customer equity

and how it relates to both customer engagement and performance in marketing management. Hence, this study examined the functional relationship between customer engagement, customer equity, and the performance of baby-care product in Ibadan Oyo State, Nigeria, to fill these voids in the existing literature.

1.3 Aim & Objectives of the Study

The aim of this study is to investigate the interaction effect of customer engagement (physical and social media) customer equity, and performance of baby-care products in Ibadan Oyo State, Nigeria. The specific objectives are to:

- i. ascertain the effect of customer engagement on customer satisfaction of baby-care products in Ibadan Oyo State, Nigeria
- ii. determine the effect of customer engagement on customer trust of baby-care products in Ibadan Oyo State, Nigeria
- iii. evaluate the effect of customer engagement on customer commitment to baby-care products in Ibadan Oyo State, Nigeria
- iv. examine the moderating effect of customer equity on the association between customer engagement and organisational (customer) performance of baby-care products in Ibadan Oyo State, Nigeria.

1.4 Research Questions

The study addressed the following questions;

- i. What is the effect of customer engagement on customer satisfaction of baby-care products in Ibadan Oyo State, Nigeria?
- ii. How does customer engagement influence customer trust of baby-care products in Ibadan Oyo State, Nigeria?
- iii. In what way does customer engagement affect customer commitment to baby-care products in Ibadan Oyo State, Nigeria?
- iv. Does customer equity moderate the association between customer engagement and performance of baby-care products in Ibadan Oyo State?

1.5 Hypotheses

The study tested the following null hypotheses

H₀₁: Customer engagement has no significant effect on customer satisfaction of baby-care products in Ibadan Oyo State, Nigeria

H₀₂: There is no significant effect of customer engagement on customer trust of baby-care products in Ibadan Oyo State, Nigeria

H₀₃: The effect of customer engagement on customer commitment to baby-care product in Ibadan Oyo State, Nigeria is not significant

H₀₄: The interaction between customer engagement and performance of baby-care products in Ibadan Oyo State is not significantly moderated by customer equity.

1.6 Significance of the Study

This study is significant to the various stakeholders (manufacturers of baby-care products, nursing mothers, government, body of academia and the society) in the following ways:

It provides strategic information to the selected manufacturers of baby-care products on customer engagement capabilities to develop or those needing attention to drive various measures of organisational performance such as satisfaction, trust, and commitment. In addition, the nursing mothers considered in this study will provide the companies with strategic insight regarding the level of satisfaction, trust, and commitment needed to sustain their customer based in the First Moving Consumer Goods (FMCG)- baby-care category.

It give nursing mothers an opportunity to rate overall product quality for baby-care product manufacturers, thereby creating a platform for customer feedback. This helps the manufacturers, particularly the marketing managers, to better understand what influences consumer taste as well as purchase intentions and satisfaction.

Furthermore, to the body of Academia, this study addressed some gaps in the existing literature on customer engagement and customer equity as it relates to performance. More specifically, it tested the conceptual model that evaluate the performance effect of customer engagement in baby-care product manufacturing context in Nigeria, thereby contributing to recent research in this regard and scant empirical literature on the

performance-effect of customer engagement, customer equity among strategic marketing management scholars in Nigeria. It also serve as reference material for students to learn and create the platform for further studies in the field of marketing management hence, pushing forward the frontier of knowledge.

1.7 Scope of the Study

This study assessed the effect of customer engagement on performance of of baby-care products in Ibadan Oyo State, Nigeria. More so, how the two dimensions of customer engagement: social media engagement and examine physical engagement affect organisational (customer) performance (satisfaction, trust, and commitment) of selected manufacturer of baby-care product in Ibadan Oyo State, Nigeria. To provide a robust explanation for the intended functional relationship between the independent and dependent variables, a third variable; customer equity (a moderator) will be introduced in this study.

The study covers baby-care products from manufacturers including Hayat Kimya Nigeria, Procter & Gamble Nigeria Ltd, Kimberly Clark, and Wemy Industries). The justification for the selected manufacturers of baby-care product is because they explained about 85% of the market share of the baby-care industry in Nigeria. Moreover, the nursing mothers in this study form the population (infinite population) and unit of analysis for this study because issues or variables under investigation are customer related hence the appropriateness of response and its inherent reliability of findings suggest nursing mothers is appropriate unit of analysis for this study. The choice of conducting this research in Ibadan Oyo State, is because of the presence of nursing mothers in the State,

likewise the few studies done on Nursing mothers focussed on Lagos State. Conducting same study in Lagos may not offer any substantially different findings compared to a new geographical setting.

The study adopted a cross-sectional survey design and sample size of 537 nursing mothers using formula for determining the sample size from an infinite population respectively³⁹. The purposive sample technique was adopted to obtain samples from the nursing mothers- this is important considering the peculiarities of the nursing mothers. The study conducted multiple regression to test hypothesis one to three and the hierarchical regression analysis to test hypotheses four. These tests were done to position both the relative and moderating effect of the hypotheses developed.

1.8 Limitation of Study

There are cautions to this study that need to be recognized. The scope of this research is restricted to the nursing mother perception of performance of baby-care products in Oyo State in Nigeria. Due to the study's cross-sectional research design nature, it is impossible to draw any conclusions about the long-term effects of customer engagement on performance of baby-care products. In spite of this limitation, the study is nonetheless valid because its aim was to analyze how customer engagement affect performance, requires a one-time cross-sectional data; hence, playing to the strength of the research design.

The questionnaire employed has some limitations as instrument of data collection. The low response rate, the fact that some people filled out the questionnaire without reading it, and the presumption that the data they provided will be utilized negatively are all

weaknesses. The researcher makes sure that the questionnaire items were written in clear, unambiguous English to combat these issues and increase the response rates. The researcher also ensures the respondents' anonymity and confidentiality, and obtains approval from respective nursing mothers to conduct the study, all of which increased the researcher's accessibility to the respondents. Finally, the statistical assumptions, sample size requirements, and other issues related to inferential statistics were major concerns for testing study hypotheses. However, these obstacles were overcome by adapting the data treatments and increasing the sample size of the study. Despite these limitations, this research does present important conceptual, empirical, theoretical, and practical implications for management of the aquaculture firms in Nigeria.

1.9 Operationalisation of the Research Variables

The variables in this study are classified into the independent, moderator, and the dependent. The independent variable customer engagement (X) is measured by; social media engagement and physical engagement. The moderator is customer equity (Z) and the dependent variable performance (Y), is measured by customer satisfaction, customer trust, and customer commitment. The functional operational model carrying these variables are displayed in the mathematical model below:

$$Y = f(X)$$

Y=Dependent variable: Performance (OP)

X= Independent variables: Customer Engagement (CE)

The independent variable- Customer Engagement(CE) is measured as:

x_1 = Social Media Engagement (SME),

x_2 = Physical Engagement (PHE),

The moderating variable- Customer Equity (CEQ)

Z= Customer Equity (CEQ)

The dependent variable- Performance (OP) Y is measured as:

y_1 = Customer Satisfaction (CUS)

y_2 = Customer Trust (CUT)

y_3 = Customer Commitment (CUC)

The following acronyms is compiled to represent the dependent and independent moderating variables under investigation in present study. They are as follows;

OP= (CUS, CUT, CUC)

CE = (SEM, PHEQ)

CEQ= (CEQ)

By substituting the acronyms of each variable in the regression model, the researcher presents the following:

Hypothesis One

$$y_1 = f(x_1, x_2)$$

$$y_1 = \beta_0 + \beta_1 x_1 + \beta_2 x_2 + e_i \dots\dots\dots \text{Regression equation 1}$$

$$\text{CUS} = \beta_0 + \beta_1 \text{SME}_i + \beta_2 \text{PHE}_i + e_i \dots\dots\dots \text{(i)}$$

Hypothesis Two

$$y_2 = f(x_1, x_2)$$

$$y_2 = \beta_0 + \beta_1 x_1 + \beta_2 x_2 + e_i \dots\dots\dots \text{Regression equation 2}$$

$$\text{CUT} = \beta_0 + \beta_1 \text{SME}_i + \beta_2 \text{PHE}_i + e_i \dots\dots\dots \text{(ii)}$$

Hypothesis Three

$$y_3 = f(x_1, x_2)$$

$$y_3 = \beta_0 + \beta_1 x_1 + \beta_2 x_2 + e_i \dots\dots\dots \text{Regression equation 3}$$

$$\text{CUC} = \beta_0 + \beta_1 \text{SME}_i + \beta_2 \text{PHE}_i + e_i \dots\dots\dots \text{(iii)}$$

Hypothesis Four

$$Y = f(XZ)$$

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 Z_1 + \beta_3 X * Z_i + e_i \dots\dots\dots \text{Regression equation 4}$$

$$\text{OP} = \beta_0 + \beta_1 \text{CE}_i + \beta_2 \text{CEQ}_i + \beta_3 \text{CE} * \text{CEQ}_i + e_i \dots\dots\dots \text{(iv)}$$

For the purpose of this study, the above models will be used.

Where:

β_0 = the intercept expected value of y when x is equal to zero.

$\beta_1 - \beta_3$ = the coefficient of the independent variable (it is the rate of change in y with respect to x).

μ = the error term to accommodate the effect of other variables that can influence organisational performance, but which were not included in the model.

1.10 Operational Definition of Term

Customer Engagement: Described as the ability of an organisation to create an environment that allows its customer to interact and co-create with it

Customer Trust: This is the faith nursing mothers have in a company

Customer Commitment: This reflects nursing mother's dedication and devotion to the baby-care products

Customer Equity: This is the sum of customer lifetime value for the current and potential customers of the firm

Customer Satisfaction: This is the positive outcome, personal to the customer, expressed after evaluating the cost of a purchase with the benefits obtainable, which facilitates a re-purchase and enhances a firm's going-concern status.

Social Media Engagement: This is a firm's ability to remotely connect with customers to exchange information and obtain feedback that will better the firm in terms of goods and service on offer

Physical Engagement: This is a firm's ability to physically interact with customers to exchange information and obtain feedback that will better the firm in terms of goods and service on offer

Performance: This is a general term referring to an assessment of the overall success or health of the organization from the perspective of customers.

Nursing Mother: A nursing mother in this study is woman who has a baby not younger than six months and not older than three years of age.

Do Not Copy, Lead City University, Nigeria

Endnotes

1. Zion Market Research. *Global baby-care product market report*, 2018. <http://www.zionmarketresearch.com>
2. Mordor Intelligence. *Baby-care products market- Growth, trends, and forecast (2020-2025)*, 2020.
3. Inkwood Market Research. *Global baby-care product market report*. <http://www.inkwoodmarketresearch.com>, 2018
4. Transparency Market Research. *Global baby-care product market report*. <http://www.transparencymarketresearch.com>, 2018.
5. World Health Organization. *Coronavirus disease 2019 (COVID-19): situation report*, 45, 2020.
6. H., Mia Hsiao-Wen, & H., FL Chung. "Customer engagement, customer equity and repurchase intention in mobile apps." **Journal of Business Research**, 121, 2020: 13-21.
7. K., Woohyoung, H., Kim, & J., Hwang. "Sustainable growth for the self-employed in the retail industry based on customer equity, customer satisfaction, and loyalty." **Journal of Retailing and Consumer Services**, 53, 2020: 101963.
8. K., Juran, Y., Sun, K., Hoon Kim, & S., Kang. "Sustainability and customer equity: Evaluation of citing networks and contributions." **Journal of Global Fashion Marketing**, 10, no. 3, 2019: 267-274.
9. Y., Xiaolei, & C., Yuan. "How consumers' brand experience in social media can improve brand perception and customer equity." **Asia Pacific Journal of Marketing and Logistics**, 2019.
10. H., Fei, & K., Kye-Sung Chon. "Contactless service in hospitality: bridging customer equity, experience, delight, satisfaction, and trust." **International Journal of Contemporary Hospitality Management**, 34, no. 1, 2022: 113-134.
11. Y., Chun Lin, H., Moon, K., Hoon Kim, & S., Wang. "The influence of parasocial relationship in fashion web on customer equity." **Journal of Business Research**, 130, 2021: 610-617.
12. C., Heetae, & C., Weisheng. "Sport nostalgia builds customer equity and future behavior." *Marketing Intelligence & Planning*, 39, no. 2, 2021: 315-328.

13. K., Kyung Hoon, K., Eunju, S., Jin Kim, & Q., Jiang. "Digital service innovation, customer engagement, and customer equity in AR marketing." **Journal of Global Scholars of Marketing Science**, 31, no. 3, 2021: 453-466.
14. L., Bo Youn, & S., Young Park. "The role of customer delight and customer equity for loyalty in upscale hotels." **Journal of Hospitality and Tourism Management**, 39, 2019: 175-184.
15. G., Lily, I., Melero-Polo, & F., Javier Sese. "Customer equity drivers, customer experience quality, and customer profitability in banking services: The moderating role of social influence." **Journal of Service Research**, 23, no. 2, 2020: 174-193.
16. S., Yang, C., Tony Garrett, I., Phau, & B., Zheng. "Case-based models of customer-perceived sustainable marketing and its effect on perceived customer equity." **Journal of Business Research**, 117, 2020: 615-622.
17. MAN. *Manufacturing sector Report*, 2019. website: <http://www.nbs.org.ng>
18. A.B., Onamusi, O.U., Asikhia, & G.O., Makinde. *Environmental munificence and service firm performance. The moderating role of management innovation capability*. Paper presented at 3rd international conference on business re-engineering and economic development: Converging transformative marketing and management-Panacea for accelerated firm and economic growth, department of business administration & marketing, Babcock University Ilisan-Remo, Ogun State, Nigeria, 2019.
19. CBN. *FX restriction: Milk importation is not banned – CBN*. <https://www.channelstv.com/2019/07/27/fx-restriction-milk-importation-is-not-banned>, 2019.
20. Euromonitor International. *Business dynamics in Nigeria*, 2018.
21. NPC. *Population statistics in Nigeria*, 2018. <http://www.npc.org.ng>
22. Westat Country Research. *In-country assessments of baby food companies' compliance with the international code of marketing of breast-milk substitutes*, 2018. <http://www.westatcountryresearch.com>
23. Euromonitor International. *Baby and baby-care product in Nigeria*. Euromonitor International Passport, 2019.
24. Euromonitor International. *Baby food in Nigeria*, 2017.
25. A., Alvarez-Milán, R., Felix, P.A., Rauschnabel, & C., Hirsch. *Strategic customer engagement marketing: A decision making framework*. **Journal of Business Research**, 92(3), 2018, 61-70.

26. L., Steinhoff, C., Witte, & A., Eggert. *Mixed effects of company-initiated customer engagement on customer loyalty: The contingency role of service category involvement.* **Journal of Service Management Research**, 2(2), 2018, 22-35.
27. T., Anning-Dorson. *Customer involvement capability and service firm performance: The mediating role of innovation.* **Journal of Business Research**, 86(4), 2018, 269-280.
28. F.F., Leung, C.H., Tse, & C.K., Yim. *Engaging customer cocreation in new product development through foreign subsidiaries: Influences of multinational corporations' global integration and local adaptation mechanisms.* **Journal of International Marketing**, 2020, 1-22. <https://doi.org/10.1177/1069031x19890345>.
29. S.L., Martina, R.G., Javalgib, & L., Ciravegnac. *Marketing capabilities and international new venture performance: The mediation role of marketing communication and the moderation effect of technological turbulence.* **Journal of Business Research**, 107(1), 2020, 25–37.
30. J., Mu, Y., Bao, T., Sekhon, J., Qi, & E., Love. *Outside-in marketing capability and firm performance.* *Industrial Marketing Management*, 75(6), 2018, 37-54.
31. AC-Nielsen. *FMCG market report- Diaper category*, 2018. AC Nielsen website:<http://www.acnielsen.com>
32. Nairametrics. *Baby-care industry in Nigeria*, 2017. <https://nairametrics.com/stiff-competition-in-Baby-care-industry/>
33. G., Asano, T.P., Cheng, J., Rhodes, & P., Lok. *The influence of online reviews and brand trust and customer equity.* **Journal of Electronic Commerce in Organizations**, 17(4), 2019, 30-43.
34. J., Shin, S., Hwang, G., Kim, & Y., Kim. *Well integrity evaluation using integrated geophysical well loggings*, 2020.
35. M.H., Ho, & H.F., Chung. *Customer engagement, customer equity and repurchase intention in mobile apps.* **Journal of Business Research**, 121, 2020. 13-21.
36. J., Segarra-Moliner, & M., Moliner-Tena. *Engaging in customer citizenship behaviours to predict customer lifetime value.* **SSRN Electronic Journal**, 2022.

Chapter Two

Literature Review

2.1 Conceptual Review

The concepts under review include customer engagement measured as physical and social media engagement; organisational performance is focusing on customer commitment, satisfaction and trust and customer equity measured as brand, relationship, and value equity.

2.1.1 Customer Engagement

According to academics, the concept of customer engagement (CE) was first introduced in the discipline of psychology before making its way into the study of organizational behavior¹. Both transactional (in the form of purchasing) and non-transactional (in the form of merely interacting with a company) CE behaviors are now included in its purview, thanks to the efforts of contemporary (recommendation and swaying). Many different conceptualizations of CE's essential nature have been produced by scholars over time. For instance, "the processes of a customer's direct or indirect contribution to the firm's value creation" is how one definition of customer engagement (CE) puts it. CE was not a part of their original conception, but one study's author conjectured that it consisted of things like customers' propensity to make purchases, the frequency with which they recommend the company to others, how easily they are swayed by advertisements, and how well they understand the products they buy¹.

This definition, however, does not explain how CE is generated or specify its benefits in depth; instead, it merely describes the properties of CE. CE is a state of mind that develops

between a company and its customers via active participation in the development of mutually beneficial value. The term "customer experience" (CE) refers to a set of actions that customers do after having a positive interaction with a company in order to accomplish something for themselves². In addition, customer engagement (CE) measures how closely consumers are connected to a brand's products and production processes.

Yet, CE may be shown as a customer's perspective on an organization's endeavor to engage them through emotional, intellectual, and social contact that extends beyond the typical transaction. Although the production of CE has been the subject of numerous scholarly discussions, the benefits of CE have been largely overlooked³. Accordingly, customer engagement (CE) is the manifestation of a customer's behavior toward a firm that extends beyond purchase activities and is the outcome of motivational activity on the part of the firm. Consumer experience (CE) is the emotional process through which consumers, both new and old, become devoted to a brand³.

An engaged customer is one who actively participates in fulfilling a company's promotional responsibilities beyond just making purchases from that firm. Companies must proactively manage the Customer engagement experience, thus it's important to see Customer engagement as a resource the company has created. "The firm's deliberate attempt to engage, empower, and measure a customer's voluntary contribution to its marketing responsibilities, beyond the core, economic transaction," defines customer engagement by a scholar⁴.

Based on these definitions, this research defined customer engagement as the business's self-initiated efforts aimed at creating a platform for customers to directly and voluntarily collaborate with the firm in the production activities (value co-creation) and distribution

process. These actions are designed to increase marketing prowess in the direction of the target audience by fostering a sense of brand identity and brand loyalty. This definition of customer engagement put an emphasis on the value-creation opportunities that can encourage customers' purchasing behavior and, in turn, increase the organization's patronage⁴. This opportunity to create value is an essential part of attracting and retaining customers⁴.

The authors define Customer Engagement as the occurrence of four distinct behaviors: purchasing, referring, convincing, and becoming aware. Supporting these traits is research showing that engaged customers are more likely to spend over 60% on buying actions, are more inclined to repurchase up to 90% of the time, and can persuade other customers to do the same. This is due to the fact that CE allows businesses to develop deeper connections with clients beyond monetary exchanges, hence giving them an edge in the market⁵.

Consequently, it was not surprising when another scholar concluded that through Customer engagement, enterprises can expect an increase in financial (profit and sales) and market (market share and brand equity) performance. Similarly, a scholar could not agree more, as the researcher credited a number of advantages to businesses that engage their customers in an honest manner. One such advantage of Customer engagement is its capacity to drastically impact a company's overall performance⁶. Specifically, Customer engagement is crucial to the development of "Outside-in marketing competence" that enables a business to remain profitable. These accounts are consistent with the value-creation outcomes attributed to Customer engagement. In support of the value-creation characteristic, "When stimulating customer engagement behaviors, companies involve customers in activities that were once

reserved for the firm: promoting the brand, suggesting ideas for new products, selecting advertising copy, deciding on logos, and even reacting to competitive threats"⁷.

Customers unwittingly take the tasks of corporate personnel, thereby reducing selling charges such as advertising costs and other product support expenses such as brand identity⁸.

When customers have a sense of identity with a company's product, they will patronize it (since they co-produced it) and promote it to other potential customers. With this aspect of customer engagement in place, a company can increase customer interaction in a "non-employed sales force capacity" without investing a dime and still see an increase in customer volume. In addition, a scholar suggested that having a platform for client connection gives the business opportunities to obtain feedback from prospective clients. Customers may submit information regarding the company's product and how the end-user may perceive it. This effort has the ability to prevent the issue that could negatively influence the company's product, thereby avoiding the fixed expenses related with product recalls and refurbishment⁹.

In a similar vein, a number of scholars concurred that emphasizing Customer engagement activities is a more cost-effective way for an organization to promote its products and increase its customer base^{8,9}. For instance, a consumer is more influenced by the recommendation of another customer than by a company's sales representatives or advertising campaign. Also, the notion that when customers are engaged beyond their purchasing responsibilities, their relationship and loyalty to an organization are formed and strengthened. This is due to the fact that during these interactions, customers are highly engaged and form opinions about the company, and for the company, it is a learning process

in which they gain insight into what their customers are thinking and, as a result, formulate a strategic response that aligns with their expectations. Beyond the prospects for value generation, experts have claimed that Customer engagement has become a crucial driver of customer pleasure and loyalty for businesses⁹.

Organizations that are able to adopt Customer involvement have been praised in the literature, however the literature generally avoids highlighting the negatives. The term suggests a favorable attitude toward a company, therefore it stands to reason that a company's bottom line would take a hit if it failed to effectively engage its customers. One of the major challenges of co-creation is the loss of control over a company's strategic management and planning¹⁰. A vital function of management, innovation has a major bearing on business results. Operating from a reactive position, which can be extremely constraining, might cause an organization to lose its innate inventive impulses. As a result, it's difficult for businesses to implement their long-term strategies when customers have more say in the innovation process and its outcomes¹¹.

In addition, customers' conduct is irregular. Since they are always changing, it's possible that businesses won't be able to meet customers' expectations once they've been engaged, and if they don't, they might lose them forever. Customer engagement activities are not inexpensive, as they need a deliberate effort by management to construct the platform, including people, setting its mode of operation, and deciding the ultimate goal.

Despite the fact that scholars have emphasized the beneficial impact that Customer engagement has on organizational performance, empirical investigations reveal a different outcome, causing concern regarding the appropriate planning and implementation of

Customer engagement in the organization¹¹. This study contextualizes customer participation in terms of physical and social media engagement.

2.1.1.1 Social Media Engagement

Ability to survival during rapidly changing environment become a hall mark of a successful business. One critical success factor which guaranty survival is agility. This is to say that agile organisation is able to quickly sense, adapt, and innovate their business processes in the face of uncertainties hence take advantage of the growth potential in a turbulent environment¹². One other hand social media describes a firm's ability to use social networking platforms driven by technology to reach of to its customers and do business. The social media as emerged from its simple beginning of enhancing social interactions among families and friends in close proximity regardless of geographical boundary differential, to a strategic tool, driving several business models, operation and become a source of competitive advantage.

Moreover, when agility meet social media, it creates a new concept called social media agility. Having social media according to scholars is good, nevertheless social media agility become a far better capability that enhance business performance¹³. Been a recent concept, social media agility involves fast responses, creative content, and cost optimization. It measures how quickly a firm can obtain information from customer and create products to fulfill such need. Social media agility involves the adoption of social-media application to aid the operational flexibility of business organisation. More offering them unprecedented visibility to a vast array of clients.

By way of relevance, social media agility will enable a firm to conduct market research, evaluate market dynamics and understand potential customers need. The scholar stressed that with the use of information technological infrastructure the benefit of social media agility is made possible and with speed. More so, that firm who desire increased patronage will need to set its social media to be agile in nature such that it can fulfill customer needs and adapt to market dynamics concurrently. Also, social media agility is considered as a multidimensional construct which incorporates internal response and external response capability to cope with changing customer demands. As a leading digital technological interface, social media agility is helping to change businesses mode of operation, creating new world of opportunities and how it relates to market¹⁴.

The scholars stressed that the process of using ICT interface within an organisation to connect with the customers, and eliminating time, and geographical barriers is considered social media agility. Social media agility has revolutionize social relationships structure between the customers and the business organisation. Since social media agility is about information and networking, it becomes imperative for firm to understand how to gather such information and make effective use of it to building network that benefit the organisation. The creation of social-media platforms like LinkedIn, WhatsApp, Facebook, Telegram, Twitter, and You-tube creates unique avenue for businesses to connect with several stakeholders, obtaining external information to drive innovative activities, and meet their needs and achieve competitive advantage¹⁵.

2.1.1.2 Physical Engagement

Customer involvement is a buzzword these days, so let us get the definition straight. It should not come as a surprise that Paul Greenberg provides the most concise definition of customer engagement: "The ongoing interactions between company and customer, offered by the company, chosen by the customer." This definition goes beyond simply recognizing the two-way nature of engagement between customer and company by allowing a broad interpretation of "interactions" that accommodates online and offline contacts¹¹.

Companies with tangible assets must take "offline" into account when developing engagement strategies; the fact that humans are social creatures who thrive on interpersonal interaction may be exploited to great effect when planning offline encounters. Consistency is the biggest problem when dealing with customers offline, as human service contacts are more complicated to carry out than digitally-only engagement engagements. However, programs that combine digital and physical execution aspects — a true "digi-cal" interaction design — have been shown to have greater impact on the target audience¹⁰. Furthermore, users today weave together their digital and physical experiences as they connect with a company; why wouldn't the company do the same to engage customers? Physical movement may contribute to more positive affective responses as compared with a sedentary exposure to virtual nature, as physical activity is known to provide affective benefits in and of itself; having the possibility of moving may also elicit more immersive experiences in the IVE, as this may provide greater engagement with the virtual environment; and finally, engaging in physical activity while being exposed to virtual nature may provide additional benefits¹².

2.1.2 Customer Equity

The focus of marketing research and strategies has shifted in recent years to be more on the consumer. In this view, a company's client base and its relationships with those customers are valuable intangible assets because of the revenue they will generate in the future. These resources need to be tracked and handled just like any other. This is the fundamental concept of CRM. Interest in customer value measurement has arisen as businesses shift their focus from focusing on transactions to building lasting relationships. The percentage of sustainable customer equity is a topic of greater interest than ever before. A solid proxy for a company's worth, customer equity is a crucial indicator of business health. According to many studies, customer equity has emerged as a novel method of determining a company's worth¹³.

A company's customer equity is equal to its total current customer lifetime value (CLV), as stated by the formula: $CLV = E19$. There are two components to a company's customer equity: present customer equity, the value of the company's existing customer base, and potential customer equity, the worth of the company's future customer base. Customer equity is currently understood to be the present and future value of a company's current and prospective clientele¹⁴. What makes a client relationship valuable is the income it generates now and in the future. The worth of a client's contribution to a business, both in terms of hard assets and soft assets, is known as customer equity. The contribution of a client to an enterprise's resources includes not only monetary input but also investments of time, loyalty, reputation, and information¹⁵.

CE is the total monetary and non-monetary value of a customer's input. Businesses are worthwhile because of the importance their customers place on them. While customers'

monetary contributions to businesses (via things like repeat purchases, referrals, and upsells) get the most attention, they also contribute significantly through the expertise, information, and influence they provide to companies. Academics argue that a company's long-term performance depends on its customer equity, which is defined as the sum of the discounted lifetime values of all of the firm's existing and potential customers¹⁶. Moreover, the customer equity model acknowledges customers as the fundamental source of present and future cash flow. The term "consumer equity" refers to a theoretical framework that combines the value of a company's current customer assets with the value of its potential customer assets. Service dominating logic holds that in service exchange contexts, multiple factors work together to produce value. Client equity has thus become the means through which value co-creation and customer lifetime value can be ensured. Value equity, brand equity, and relationship equity make up customer equity, an important extension of the CLV concept¹⁷.

An alternative, growing strategic guideline for better marketing performance is the concept of customer equity, which is envisioned as a framework that unites customers and businesses in order to generate new streams of revenue¹⁸. In the eyes of another academic, customers' equity functions as a dynamic and ever-changing set of motivators for repeat business¹⁸. Traditional theories of what keeps customers coming back say that value equity, brand equity, and relationship equity all play a role. Recent research has found that consumer perceptions of value, brand strength, and personal connections all play a significant role in consumers' propensity to remain loyal¹⁹.

The term "customer equity" refers to the idea that a company's clientele should be treated like a financial asset that should be valued, managed, and exploited in the same way²⁰. The

idea behind this is that money spent on marketing should be seen as an investment in changing consumers' behavior in the long run, rather than as a wasteful one-time cost. Scholars argue that a company's intangible asset, CE, can be a measure of multiple performance metrics like brand equity, market strength, and technological expertise.

Companies are paying a lot of attention to the problem of customer loyalty, specifically how to acquire loyal customers and increase their value in an increasingly competitive market²¹. Research on the customer equity model stands out among the various attempts to shed light on the topic of customer loyalty. Their subsequent article bolstered the credibility of the aforementioned concept in the academic community. The concept posits value equity (VE), brand equity (BE), and connection equity as critical components of loyalty intentions. After reviewing the current local and international literature on the topic, this study classifies customer equity along three dimensions: monetary value, social value, and knowledge value. Nonetheless, prior studies have analyzed customer equity in terms of three main drivers: value equity, brand equity, and relationship equity²².

Value equity drivers (VEDs) are an objective measure of a customer's overall assessment of the usefulness of a product or service based on perceptions of what is received and what is given; brand equity drivers (BEDs) reflect a customer's subjective and intangible assessment of the [firm's] brand, above and beyond the customer's objectively perceived value; and relationship equity drivers (REDs) reflect the Value equity, brand equity, and relationship equity are generally accepted as the key drivers of customer equity, however some scholars have attempted to examine alternate sources²³.

Kumar and George's viewpoint on data availability and managerial objectives informs their description of two more types of customer equity measurement. To begin, estimating customer equity using internal data (transactions or managerial judgments) can be seen as an inductive or disaggregate technique, as it can evaluate the CLVs of all customers on an individual level and then aggregate them to obtain the firm's customer equity. This method excels in classifying clients according to their potential future value to an organization²⁴. Managers can analyze the impact of marketing activities on customer equity by combining marketing data (time series of price promotion) from the firm. However, this method does not take into account the customer preferences of rival businesses. However, external data like panel data, consumer surveys, and company reports can also be used to gauge a firm's customer equity. This consolidated approach allows third parties with restricted access to a company's confidential information to evaluate the equity in its customers. Researchers are limited to estimating consumer equity based on a single, representative customer based on aggregated data, which hides individual differences among customers²⁵.

To provide a more accurate picture of a company's true value, this customer-based corporate valuation method can be used in addition to or instead of more conventional financial-based approaches. The reason for this is that customer equity takes into account not just the profit that customers have already made, but also their potential profit in the future. Value in a business is based on its clientele. Accurate forecasting of future income streams is made possible through an appreciation of such crucial customer behaviors as customer acquisition, retention, purchasing frequency, and basket size. "a considerably higher degree of precision, accountability, and diagnostic value to the new loyalty economy" is what customer equity provides²⁶.

To measure a company's true worth, customer equity must be considered more than just a quantitative indicator. It could be seen as a mode of operation and method of thinking. When client equity is effectively implemented, businesses become more customer-centric in their marketing strategies. Similarly, consumer equity at the aggregate level aids managers in developing customer-centric marketing tactics that boost the firm's bottom line²⁷. Because of its significance in customer-centric firm valuation and marketing practice, the first question is how to quantify customer equity. Future consumer behavior can be predicted with high accuracy by measuring customer equity. Investors in the stock market can benefit from customer equity in more ways than one, since it not only serves as a proxy for the worth of customers but also provides information about the equity value of the company. This is because the equity value of a corporation is derived directly from an estimate of future expected cash flows from consumers, or customer equity²⁸.

The concept of customer equity was also endorsed as a means of strategically influencing patron mindset and actions. Other researchers have found that focusing on customer equity helps businesses keep their customers, boost their satisfaction, and strengthen their loyalty²⁹. An effective measure of a company's total customer value, customer equity (CE) connects marketing with other business processes like accounting, finance, and even sustainability³⁰.

Since the 1980s, the idea of brand equity has risen to prominence as a central concept in the field of marketing. Since then, many different angles on brand equity have been debated because of the importance of branding to a company's bottom line, especially in today's cutthroat business climate. Similarly, another academic agreed that brand equity is crucial for enterprises to succeed in today's highly competitive market, especially for products that are essentially identical³⁰.

This has led to a variety of proposed definitions of brand equity. Brand equity is the distinction between the marketing advantages that accrue to a product because of its brand name and those effects that would accrue if the product did not have a brand name. Scholars agree that a brand's equity consists of the assets and liabilities that either increase or decrease the value of the product or service to the Company and/or the Company's customers. To maintain a favorable brand attitude and, by extension, a high level of brand equity, it is necessary to gain a firm grasp of the brand's attitude³¹.

Brand equity is the capacity for a brand to be recognised and recognized by the market and to provide added and differential value for the product, as defined by the existing literature. Brand equity, which is the value consumers place on a company's reputation for providing quality goods and services, may be broken down into two components: the brand's monetary worth (its equity value) and the value consumers associate with the name (when it is admired and respected)³². Brand equity is the extra mechanism that a company builds into its product to get a customer emotionally invested in that product even though there are other options available to them³³. According to this story, a product's brand equity depends on how consumers view the product's worth to them. In this step, the consumer weighs the quality of the brand against its price. By inference, such brand equity only occurs when consumers perceive a net benefit to the brand in excess of the associated costs³³.

Customers' subjective and intangible evaluations of a business's image are what make up brand equity. Without acknowledging the role of the corporation in creating value, brand equity was placed at the customers' feet³³. Brand equity is the total value that an organization has placed on its products through the use of the brand name and brand symbol to facilitate a value exchange that is mutually beneficial to the customer and the firm. Brand

equity, in this context, refers to how a product is perceived and used by consumers compared to an unbranded version of the same product. The goal of any branding campaign should be to build consumer loyalty to the brand itself. Equity, in this context, refers to the idea that a company may improve the value of its brand on the market by cultivating the positive associations that consumers have with that brand; this, in turn, generates financial value for the company.

The intangible assets of a brand include its image, its associations, and its awareness, which together form its brand equity³⁴. Similarly, brand equity is made up of intangible factors like how people feel about a brand. Increased brand equity results from consumers having positive, memorable, and differentiated associations with a company's brand. A brand's ability to differentiate itself from rivals and add value to the product is undeniable. When it comes to increasing customer loyalty and securing long-term profits from those customers, nothing is more crucial than a company's brand equity³⁵.

The concept of brand equity cannot be defined objectively³⁶. According to the literature, brand equity is the result of consumers' predisposed behaviors toward a product, whereas brand image refers to consumers' impressions of the product and brand attitude measures consumers' opinions about the brand. Keller, writing in the 1990s, presented a lengthy explanation of brand equity. Brand equity, in Keller's view, was the unique influence of consumer familiarity with the company on the brand's marketing results. Differential effect, brand understanding, and customer response to marketing are three ideas that need more in-depth explanation³⁶.

Establishing differential effect requires contrasting how buyers react to advertisements for a well-known brand with how they react to advertisements for generic or non-branded alternatives. Knowing a brand means being familiar with it and having an opinion about it. What follows is a definition of the customer's reaction to marketing in terms of the customer's perception, preference, and behavior as a result of the marketing mix's efforts. Keller's formulation of brand equity implies that a brand might have either positive or negative customer-based brand equity. One way to measure customer loyalty to a brand is to see how they respond to the product or service under the brand's actual name vs a made-up name or no name at all³⁷.

A product's brand equity, which can be measured through either consumer feedback or sales, is the degree to which customers favor the product because of the brand name it is associated with. One definition of brand equity is the monetary value that consumers place on a product because of its brand name as opposed to another name for the same product. Brand equity, in layman's terms, is a reflection of how well a brand does in the market³⁸.

When consumers are so invested in a product that they are willing to pay extra for it despite no discernible difference in quality thanks to the brand's catchy name and appealing marketing, the brand has built equity. Considered a marketing buzzword, "brand equity" describes the value of a company's brand. The term "brand equity" is used to describe the value associated with a brand, which is a reflection of the reliability with which a brand provides its intended benefits to its target market and the company behind it. It's the most crucial idea, and every company uses it to build their brands' worth.

It is generally agreed that brand equity is an asset that consists of intangibles such as consumer goodwill, word-of-mouth advertising, and other forms of promotion. Academics have proposed (knowledge-based) frameworks based on two dimensions—brand image and brand awareness—to examine this phenomenon³⁹. In light of this, the vast majority of authors have settled on the following four aspects of brand equity to evaluate: (a) brand loyalty, (b) brand awareness, (c) perceived quality, and (d) brand associations. Perceived brand equity is a fifth dimension that is included by some academics. In the end, direct and indirect customer-based brand equity evaluations can be made with an eye on two different factors: (1) brand image and (2) brand awareness⁴⁰.

Loyalty to the brand, familiarity with the brand, confidence in the quality of the brand, positive associations with the brand, and other exclusive brand assets are the five components that make up brand equity. Brand equity is a behaviorally oriented construct that is influenced by consumers' perceptions and valuations of the object of that behavior, but it is also undoubtedly influenced by other constructs. Numerous writers have penned attempts to model the growth of brand equity⁴¹. Keller, Aaker, Aaker, and Joachimsthal's model, the Brandz model from the Millward Brown and WPP consultancy, and Young & Rubicam's BAV - Brand Asset Valuation model of brand assets are just a few of the many that already exist. Awareness of the brand, the impression consumers form of the brand, the associations consumers make with the brand, and the loyalty consumers feel toward the brand are all said to contribute to brand equity⁴². Customers demand maximum value for their money, but they also need prices to be reasonable given their level of expertise and resources. That manner, customers can evaluate a product against their hopes for it. There

will be a market for recognizable brands so long as they are able to meet or exceed customer expectations for both quality and value⁴³.

Financial, social, psychological, performance, and physical risks are all eliminated or mitigated thanks to a brand's equity. Brands with high equity can successfully use the "premium price" approach to achieve better profitability and, at the same time, greater preference because of the reduced relevance of price as a decision element in the purchase⁴⁴. Brand equity was also cited as a key driver of both customer acquisition and customer retention, two factors that have a beneficial impact on a company's bottom line and profitability⁴³. Strong brand equity is essential for any business that wants to keep its competitive edge and maximize its customers' lifetime value⁴⁵.

There are several ways in which a company or manufacturer can benefit from a strong brand's equity. For instance, if a consumer has a favorable impression of a brand, they are more likely to make more purchases, recommend the product to others, and pay a higher price for it. When consumers have a favorable impression of a brand, they are more likely to make purchases associated with that brand. In order to manage brand assets and boost the possibility of such a successful relationship, businesses need to work on ways to build and expand brand equity⁴⁶. It follows that companies reap rewards from their investments in product marketing and financial market outcomes, and that they leverage their brand value to launch new product lines. According to the customer equity idea, a company's ability to create and maintain trust with its customers is crucial to retaining those customers over the long term, making relationship equity a cornerstone to maximizing customer lifetime value⁴⁷. Relationship equity is the third pillar of the customer equity framework, and it consists of the unique aspects of the bonds between brands and consumers.

Relationship equity is a measure of how satisfied a company's customers are with the quality of the interactions they have with the brand across the board. Proponents of the social exchange theory–informed literature on brand loyalty argue that loyalty develops organically out of mutually beneficial connections. Interdependent trades (repayment in kind), social belief (one good turn merits another), and moral standard all contribute to the origins of the principle of reciprocity (obligations to behave reciprocally)⁴⁸.

Theorists have emphasized that relationship equity assesses the perceived value consumers place on their interactions with a firm in terms of the goods and services such companies offer. According to the stimulus-response theory, customers' behavior and final purchasing decisions are determined by a succession of psychological activities impacted by the consumers' own qualities after being stimulated and interacting with marketing stimuli and the external environment⁴⁹.

Beyond consumers' rational and emotional evaluations of a brand, relationship equity quantifies the likelihood that they will continue to engage with the company. Additionally, connection equity measures how satisfied consumers are with the quality of the company's interactions on the whole. Customers who have positive impressions of the companies they do business with are more likely to consider the companies' interests before making a move that could be harmful to the companies themselves⁴⁸. So, if customers have a positive impression of the company, it's because they feel connected to it. While CEDs have the potential to encourage loyal behavior,

External stakeholders including clients, suppliers, lobbyists, and the public sector are all examples of interest groups that a corporation must cultivate positive connections with in

order to succeed. In addition, relationship equity is the customer's propensity to remain loyal to the brand notwithstanding the customer's objective and subjective evaluations of the company, all as a result of the brand's corporate efforts to establish and reinforce the relationship⁵⁰. Adopting a relationship marketing strategy is indicative of an increase in customer spending, a decrease in expenses at a specified rate, and, consequently, an increase in customer lifetime value. Numerous tools are available to businesses that aim to strengthen their connections with their customers. Programs that foster a sense of community and information sharing, as well as those that reward customers for their loyalty, all fall into category⁴⁹.

Relationship equity refers to a customer's propensity to continue doing business with a company with which they have already formed a solid rapport. An effective customer loyalty program can increase a company's relationship equity with its clientele by as much as 50 percent. Other academics argue that consumers' perceptions of high relationship quality can be fostered through the provision of benefits such as special treatment, social benefits (such as a sense of familiarity with the brand, its stores, and its employees), and trust or confidence benefits (such as a sense of confidence in the quality of the products offered by a brand)⁵¹.

Submission with prior researchers reinforces the idea that relationship equity causes customers to develop emotional attachments to a company's market offering, which in turn boosts the firm's performance because of the customers' steadfast devotion. That is to say, the principle of reciprocity, relational advantages, lies at the heart of reciprocity reactions, which are the fundamental determinants of a relationship marketing's success⁵¹. True, the thankfulness shown by customers in the short term as a result of a brand's relationship

marketing efforts has a positive impact on the brand's long-term results because of the positive feedback loop established by the customers' acts of gratitude. As a result, customers are more likely to invest time and energy into developing and establishing a connection with a company that provides relational benefits. Therefore, a larger level of connection equity may lead to greater brand loyalty among consumers. The emotional investment in a product or service that leads to customer loyalty is known as "relationship equity"⁵². If customers connect strongly with a company's customer relationship management and retention initiatives, the relationship is strong. Clients commit to a company and its products because they trust the brand. Relational equity is highly correlated with feelings of contentment and loyalty.

When people get favor from others in their relationships, the concept of reciprocity suggests they should give back in kind. Brand equity can be strengthened and expanded by encouraging consumers to have a positive subjective experience with a company's products and services. Customers who have developed emotional attachments to a company's product or service offering might boost its success through brand loyalty and trust. Therefore, the fundamental contributor aspects of a relationship marketing success are around the principle of reciprocity, relational advantages. True, the thankfulness shown by customers in the short term as a result of a brand's relationship marketing efforts has a positive impact on the brand's long-term results because of the positive feedback loop established by the customers' acts of gratitude⁵³.

Companies need to be able to rest easy knowing that they are providing their clients with genuine value in exchange for their money. In order to prepare for the achievement and maintenance of customer lifetime values, the literature on customer equity has placed a

heavy emphasis on value equity as one of the important success criteria. Customer valuation of a brand's usefulness in terms of the perceived quality of the goods and services provided is the basis of value equity⁵⁴. This opinion is based on the trade-off between quality, cost, and ease of use. Customers' rational evaluations of the benefits they derive from a product or service, based on their subjective judgments of the trade-offs they see, give rise to value equity.

It's not clear from these definitions whether the 'evaluation' is positive or negative, making it impossible to tell whether or not value equity happens. Another study disagrees with this definition and offers a somewhat different one: "value equity represents an objective judgment of the brand, encompassing acknowledgment of price, quality, and convenience." It was proposed by an academic that value equity can be stated as an assessment of the gains a customer realizes from a product and the sacrifices made by the consumer. The concept of "benefit" in the definition shows that value equity can only occur when a customer receives some sort of advantage as a result of their dealings with a company. Consumers have a positive view of a company's value equity when they are pleased with the product or service it is promoting to them. Greater loyalty intent is at the foundation of customer lifetime value, which is increased as a result of the attendance implications⁵⁵.

Value equity measures how much of a positive impact a business has on its customers in relation to the amount of money or effort invested. The worth that consumers assign to a company's wares is another component of value equity⁵⁶. A high price-quality ratio is an indicator of quality in the eyes of the customer. Several studies have found a positive correlation between value perception and overall happiness. Perceived value was found to be a major factor in determining client loyalty⁵⁵.

Building strong relationships with customers isn't enough if the company isn't providing them with something of value. By extrapolating from this premise, we propose that high (or low) value equity increases (weakens) the connection between relationship equity and brand equity⁵⁷. Consumers who are sensible will weigh the costs and benefits of their options before making a final choice, according to economic models of consumer behavior. Since consumers see an increase in perceived value as a relationship-building effort on the part of the brand, it stands to reason that this will lead to a rise in relationship equity, which in turn should lead to an increase in brand equity. As an example, if a business offers a little discount to a new customer, that person may feel compelled to develop a long-term connection with the business, which might increase the customer's loyalty to the brand and speed up their purchasing.

Any business that wants to stay ahead of the competition must prioritize product innovation above all else. The success of these innovative items is extremely crucial. If a business wants to stay ahead of the competition, it must focus on increasing its new product performance (NPP)⁵⁸. Such a business is likely to be responsive to shifts in the marketplace. Unpredictable customer behavior is a sign of a dynamic market since it indicates a need for, and a preference for, new items. NPP's potential to boost company growth and long-term success lends credence to this claim, making it a top priority for academics and business owners. It was also shown that NPD, NPP, and competitive advantage are all interconnected. These researchers argue that NPP is a key to gaining a competitive edge, therefore understanding the characteristics that foster NPP is important for managers to know⁵⁷.

Many experts have developed definitions to help clarify what is meant by NPP. If the intended market buys the product, the product fills a demand, it can be marketed

successfully, and it stays in business, then the product is successful (functioning). The same may be said of NPP, which refers to how well a company's NPD efforts translate into practice (quality, timeliness, and customer responsiveness)⁵⁸. The NPP evaluated how well a product is received by its target audience and how well it lives up to its promises. Success in enhancing NPD capabilities always leads to new product development (NPD). These definitions highlighted NPP's metrics based on customer outcomes only, although demonstrating that NPP is an outcome of firm-specific activity. Yet, internal factors like the date of product launch are included in the NPP measurement's dimensions⁵⁹.

Scholars have also agreed that NPP is the result of introducing new products into the market, and that this result is contingent on the accuracy of the product's design to the requirements laid out by the market and the accuracy of the translation of the market's needs into those of the product's target demographic. Though these researchers do include in two NPP metrics—design conformance and customer satisfaction—they don't examine how NPP contributes to an organization's long-term viability. Further, it was accepted that a product's success in meeting consumer needs is an indicator of its performance. Since the vast majority of newly introduced items fail to recoup their initial expenditure, NPP is a practical indicator of marketing success. Based on these definitions, this study defined NPP as the result of effectively managed firm-specific capabilities yielding a new product that meets the following criteria: customer expectation, design-specification, functionality, pay-back investment, zero call-backs, increased market share, increased profitability, and enhanced competitive advantage⁶⁰.

Different metrics have been employed by researchers to evaluate NPP, but the three most frequently cited in the literature on NPD are financial (profitability), market (market share),

and technical (functionality). However, alternative metrics (including time, quality, and cost) for gauging the NPP were proposed⁶¹. The time factor considers how long it takes to bring a product from concept to market, the quality factor considers whether or not the product meets or exceeds customer expectations, and the cost factor considers the financial burden of developing a new product.

NPP is advantageous to businesses since it indicates that the product is popular and well-liked by consumers, which in turn increases sales, customer satisfaction, market share, profits, and the company's competitive standing. Organizations that invest in building the internal capacity to conduct successful NPD operations may rest assured that their businesses will expand and thrive over time thanks to the benefits of NPP. NPP is especially useful in a dynamic business environment, where enterprises can take advantage of opportunities to produce new products in response to consumers' more unpredictable preferences. The drive to create new items and bring them to market has always been a central theme in NPP literature⁶². Existing literature confirms the positive effects of NPP on company profitability, business continuity, economic growth, technical advancement, quality of life enhancement, and job creation. The ability to successfully develop and launch new products in a dynamic and competitive market is highly sought after by businesses, as doing so is essential to their survival.

The problem with NPP is that it doesn't provide enough clarity to tell a company whether or not their investment in NPD activities will result in a worthwhile economic gain. External factors, such as brand equity, competing products, economic well-being, technological advancement, government legislation, and customer purchasing power, have a significant influence on which new products succeed, despite the fact that the company might influence

the NPP through engaging in outside-in marketing activities⁶³. Companies like Kodak and Nokia, for example, have seen their fortunes decline in recent years, and this is not due to a lack of innovative product introductions. The new product, however, has not been successful in meeting the aforementioned external factors, hence the company has been unable to recoup its initial investment of \$63.

2.1.3 Performance

An organization's performance can be thought of as how well it achieves its goals in light of the resources it has expended to get there. This would indicate that organizational performance is a comprehensive assessment, over a specified time frame, of how well an organization is performing in terms of the outcomes of its core business operations. Organizational performance is an umbrella word for evaluating the overall health and success of an organization as a whole. Definition of organizational performance is the degree to which an organization is able to convert incoming logistics into actionable outputs. However, the success of a company may be gauged by looking at metrics such as its profit margin, sales growth, and market value as an investment. Business performance is a multidimensional notion that may be defined and measured in a variety of ways⁶⁴.

An organization's performance is measured by how well it serves its stakeholders and how well it serves its own interests. As a result, performance is not adequately associated with a large market share, a specific profit margin, or having the greatest products, despite the fact that these things may result from completely accomplishing a description of performance. Many factors contribute to or detract from an organization's effectiveness, and these factors often interact with one another in surprising ways. Organizational success was measured

from four vantage points: the outcomes for customers, employees, operations, and expansion. Analysis of performance (OP) looks at how well goals are being met, how well individuals are performing, and how far down the path to success a group is⁶⁵.

There has been consistent discourse on measuring organisational performance. While scholars emphasised financial measures, others suggested non-financial measures^{65,66}. However, there is a growing concern about adopting a balanced scorecard approach, which incorporates both measures to explain organisation performance. Concerning the dimension of measuring organisational performance, scholars opined that it could be measured using either financial or non-financial indicators⁶⁷. In no particular order, the scholars identified organisation performance indicators to include but are not limited to profitability, return on capital employed, Sale growth, employee satisfaction, customer satisfaction, market share, business survival, and firm growth.

Organisational performance is critical to determine whether the organisation is reaching its goals or fulfilling its objectives. Organisational performance provides management with the ability to conduct stewardship reporting regarding the financial resources committed to the organisation and to assess the accomplishment of the financial objective set at the beginning of each business year. However, the drawback in this approach Organisational performance is that it focused more on the short-term result (particularly profit); thus, it may be inappropriate to determine issues relating to long-term results, for example, employee creativity, customer satisfaction of the organisation. One study linked organizational performance to an organization's drive to succeed, while another defined it as "the capacity to achieve goals and objectives in an organization"⁶⁸. When an organization performs well, its employees are able to fulfill its objective. Organizational success is also manifested from

a sustainable viewpoint, as measured by a balanced scorecard sustainability framework that incorporates a model of the macroeconomic system, an approach on quality, and a focus on continuous improvement⁶⁹.

The company's ability to effectively manage income, resources, and profit is reflected in its financial status. Yet academics have criticized less balanced, shorter-term, market-oriented, and less competitive financial performance. As a response to these concerns, alternative performance indicators that do not directly involve money have been proposed. Despite the importance of education, development, and exposure to different cultures in business, these strategies are rarely implemented in financial institutions. Non-financial measures of performance have gained popularity because they may be used to assess a wider range of business success. Non-financial performance was favorably and significantly influenced by leadership, market rivalry, and the use of a management accounting system⁷⁰. Not only have the aforementioned points been made, but many research on organization performance have employed performance based on financial metrics. However, recent studies have emphasized the importance of both monetary and non-monetary metrics for evaluating an organization's performance. The findings of this study operationalize the performance of organizations in terms of both financial and non-financial metrics, in line with the arguments presented. Thus, the study defined performance as an outcome concept which describes how well an entity achieves set objectives that guarantee its going-concern status⁷¹.

In this study, the researcher contextualizes organisational performance from the point of view of customers given the specificity of the issues addressed in the statement of problem which were customer-performance related. This, therefore informed the measure of

customer performance to include customer satisfaction, customer trust and customer commitment. These measures were discussed consequently.

2.1.3.1 Customer Satisfaction

The emotional and mental state of a customer is measured by how satisfied they are with their purchases. In a similar vein, the satisfaction of a company's customers is viewed as the outcome of calculating the value received from the purchase and use of the company's goods. The reaction of a satiated customer is known as "customer contentment." In this context, "pleasant" refers to the subjective experience of using a product or service, which may involve varying degrees of satisfaction from its intended function⁷². Satisfaction of customers with a company's products or services can also be defined as the percentage of consumers who report being satisfied with such items or services. The term "customer satisfaction" is used to describe the consumer's overall attitude and opinion after using a product or service. It assesses if the performance of the consumed product or service has been able to meet the customer's expectation, based on the customer's level of knowledge and anticipation of that performance. If the service or product doesn't live up to the customer's expectations, they will remain unsatisfied, while if it does, they will be thrilled⁷³.

An individual's level of satisfaction with a product or service is measured by the emotional or logical reaction they have to that product or service at a given moment (post-purchase, post-consumption). Happiness after using a product or service is the sum of all benefits experienced by the consumer. Customer happiness can be estimated by gauging how well the service meets the following criteria: availability, responsiveness, materiality, certainty,

and empathy. Consumer satisfaction (CS) is thought of as an emotional reaction that stems from weighing the benefits of the service against its price⁷⁴.

An individual's level of satisfaction with a product or service is determined by how the actual performance (or outcome) compares to their expectations. Having happy customers is the best way to keep them as customers and encourage them to buy from you again. As customers evaluate their pre- and post-purchase expectations, their satisfaction levels are impacted. They established a link between realistic client perception and anticipation⁷⁵.

Whoever pays for something and uses it directly relates to customer happiness. Customer happiness can be affected by many aspects of a product, but the price, quality, reliability, empathy, and responsiveness stand out as the most important. To put it simply, satisfied customers are good for business. One further important aspect of customer satisfaction is the information it gives to business leaders about how their customers feel about the products and services they supply⁷⁶.

Attaining customer satisfaction is a constant desire for many organisations because of its potential effect on loyalty and, by extension, its contribution to the organisations' financial performance. Customer satisfaction has been identified to enhance the relationship between customers and the organisation. Paying attention to customer details is crucial for business growth; however, scholars suggested that focusing on all the customers may not be worth the organisation's resources and commitment because customers do not deliver equal value to the organisation⁷⁷. Satisfied customers tend to feel less concerned about any adverse information about the brand they cherish. This study defines customer satisfaction as the positive outcome, personal to the customer, expressed after evaluating the cost of a purchase

with the benefits obtainable, which facilitates a re-purchase and enhances a firm's competitive advantage⁷⁴.

Trust between a corporation and its clientele is a reflection of the quality of the two parties' interactions. In addition, trust is an essential concept that shapes both marketing writing and consumer actions. Customers have faith in a firm because they know they can count on them to treat them fairly and consistently. The marketing literature on customer relationships has come to consider it as a significant mediator over the past few decades. Furthermore, it is acknowledged that client trust in a firm is a critical aspect in the transformation from one-off marketing transactions to ongoing trade relationships⁷⁸. The theoretical groundwork for the conceptualization of this variable in this framework comes from the literature on interpersonal trust. When a client has faith in a business, they know that the company will act in their best interests because they believe in its good intentions, honesty, and competence. Trust, in its simplest form, is the belief that the trustee will uphold its promises and perform its duties despite the fact that the other party lacks the ability to oversee or monitor it⁷⁵.

This hope is grounded in the belief that the trustee's skills, integrity, altruism, and goodwill will mitigate the risks inherent to the partnership. Scholarly research on customer trust in businesses has pointed to two key factors: a company's perceived performance and trustworthiness, and its honesty and generosity. The first indicates a client's faith in the service provider's ability to maintain a high standard of quality over time (performance-related capabilities)⁷⁹. The second looks at trust from a more emotional perspective, as the confidence that a vendor will be truthful, will act in the best interests of its customers, will go above and beyond for them, and will have moral rectitude. Nevertheless, there is much

debate over the aspects of consumer trust, and the conceptual differences between these categories are sometimes unclear⁸⁰.

The concept of trust has been extensively explored in the literature of various disciplines, including but not limited to the fields of marketing, psychology, management, and sociology. Companies can't succeed without it, as it's the foundation on which their relationships with their customers are built. If customers have faith in a firm, it must deliver a high level of service, from first purchase to post-purchase support. The ability to trust one another is often cited as a key factor in maintaining satisfying partnerships throughout time. Evidence from the field suggests that trust is an ongoing construction process predicated on a person's demonstrated integrity and merit. Establishing and maintaining trust is crucial to the success of any commercial deal⁸¹. Everyone knows that trust is crucial to any healthy relationship. Furthermore, academics note that trust is "the cornerstone of long-term relationships." One researcher defined trust as "existing when one party has confidence in an exchange partner's reliability and integrity."

2.1.3.2 Customer Commitment

The term "commitment" refers to a feeling of dedication to an organization or cause, when one actively seeks to conform one's behavior and values to those of the group's leadership. Loyalty to one's employer is an example of organizational commitment, as is the continual process of members demonstrating their willingness to learn and develop in service to the company and its pursuit of its values and goals⁸². Maintaining membership in the organization shows that the employee values contributing to its success. Affective, continuity, and normative commitments are the three pillars of organizational loyalty⁷⁸.

Concerns about employees' dedication to their organizations have received a lot of attention from researchers in the field of education. Moreover, organizational citizenship behavior's effect on commitments has received a lot of attention as well. The relationship between employment contentment and voluntary commitments was also investigated. In addition, employees' emotional intelligence played a role in shaping their level of dedication⁸³.

A person's level of commitment to an organization indicates how strongly they feel connected to and invested in that group. From a relational perspective, organizational commitment (OC) is a state in which an employee has a strong emotional connection to the organization and shares its values and aims. A second way to characterize OC is through its actions. OC is the outward manifestation of an individual's dedication to the preexisting group inside an organization, as described by the behavioral method. There are three dimensions in OC. Each of these dimensions—emotional, persistent, and normative—exists independently and is experienced by each worker to varied degrees. The Meta-analysis supported the multidimensionality of OC and its measurement⁷⁹.

The term "commitment" is used to describe a promise, either spoken or implied, to maintain contact between two parties. A committed customer is one who values the relationship highly enough to put up significant effort to preserve it. Therefore, commitment reveals the individual's brand attachment that makes him or her both more forgiving in the event of brand-related issues (such as failure) and less sensitive to competitors' marketing activities, and it indicates the customer's willingness to make sacrifices to achieve long-term relationship gains. Commitment, on the other hand, is distinct from brand loyalty in that it stems from a customer's genuine interest in continuing a positive interaction with the brand⁸⁰. Primarily, positive brand-related word of mouth is taken as an indicator of customer attitude

loyalty. For another, repeat purchases are an indicator of brand loyalty based on customer behavior. Therefore, despite the fact that they seem to go hand in hand, client commitment and loyalty are actually two separate notions. Specifically, it is commitment from the customer that is seen as the primary factor in determining client loyalty⁸³.

Similarly, consumer loyalty is commonly understood to be a multi-faceted notion that incorporates not only rational but also emotional and normative principles. To begin, the term "calculative commitment" describes a customer's desire to remain in a brand relationship despite a high perceived switching cost or a lack of alternatives. In other words, it suggests a more practical, rational perspective on the brand relationship, one that is founded on the perceived (e.g. economic) gain of the customer and takes into account the potential losses that might result from the relationship coming to an end. Second, we have affective commitment, which refers to a consumer's feelings of closeness to and identification with a particular brand. Affective commitment serves as a crucial premise for customer/brand connections as it is the customer's desire-based attachment to the brand. For instance, if a consumer has a positive experience with a company's customer service department, they may develop strong feelings of loyalty toward the brand. Third, normative commitment represents the customer's sense of moral obligation (i.e. "ought to") to maintain a relationship with a business partner or the customer's sense of reciprocity towards the business partner. As such, it is founded upon an implicit agreement on a mental level. There is some agreement among the several definitions we examine despite the fact that the precise meaning of "customer commitment" remains a matter of some discussion⁸⁴.

To begin, a person's level of commitment reveals how strongly they feel about continuing to spend time with their current companion. Second, loyalty from customers is often

considered to be multi-faceted. We zero in on the logical and emotional ties that customers have to our products. Normative commitment, on the other hand, is concerned with what customers believe they "should" do, etc., and hence is irrelevant to the present investigation⁸⁵. Third, brand engagement building measures, such as improved customer service standards, extended warranties, or loyalty programs, can extrinsically drive customers to be loyal to a company. Moreover, this study⁸⁰ investigates the relationship between customer commitment and other dimensions of consumer behavior, including satisfaction and brand loyalty.

There is a body of research in the field of marketing that draws parallels to the aforementioned investigations into the many ways in which commitment is interpreted. Some argue that loyalty is associated with the individual service provider, while others place the emphasis on the service provider's company (i.e. banks, hotels, real estate companies)⁸⁶. Therefore, the current research took into account the connection between organizational (here, banking sector) dedication and customer retention. Commitment, in both its employee and customer manifestations, has been the subject of extensive research in the field of organizational behavior. In addition, the marketing literature explored the relationship between customer loyalty and brand loyalty, salesperson loyalty, and service provider loyalty. Researchers in the field of relationship marketing have also shown a correlation between loyalty and commitment to the overall organization, as opposed to loyalty to specific workers or services⁸⁷.

According to this point of view, commitment is defined as an obligation between two partners (customer and business) to advance and maintain the relationship, or it can be seen as the way in which customers are reluctant to switch to a different company because of the

benefits they will receive from staying with the current one. The opposite view holds that commitment is the force that binds customers and companies together for their mutual benefit. Taking the latter definition into account will aid the researchers in drawing a firm conclusion on the significance of commitment to both customers and enterprises, and thus will be used in the course of this study. Emotional (affective), moral (normative), and logical components make up the commitment model's trifecta of factors (calculative)⁸⁸. However, prior scholars in this field considered commitment dimensions such as affective commitment, which is viewed as the willingness to maintain the relationship, calculative (continuance) commitment, which is viewed as the obligation to maintain the relationship, and normative commitment, which is viewed as the feeling that persuade the customer to maintain the relationship⁸⁹.

As we've seen, many empirical investigations in the field of organizational behavioral literature and beyond adopted this model because of its broad applicability. Loyalty and Affective Commitment Affective commitment is the emotional bond that keeps clients coming back for more of a business. This definition expands on the previous one by describing the emotional bond between customers and the firm or service provider as "Affective commitment is." Both terms refer to the need of keeping customers emotionally invested in the brands they patronize. This aspect of affective commitment has been investigated from a variety of angles by researchers in the field. Affective commitment can be gauged by a number of indicators, including feelings of contentment, acceptance, and closeness. Furthermore, they indicate that there is a robust connection between affective commitment and loyalty.

The latter studied affective commitment from a social and interpersonal point of view. In addition, research on the three-dimensional model of commitment indicated that each of the dimensions contributes to consumer commitment, but that the 'effective dimension' is particularly important in strengthening the bond between commitment and loyalty. Customers who feel a moral obligation to an organization are said to have a normative commitment to that business. What this demonstrates is that normative commitment is tied to feelings and the idea of keeping a connection between consumers and businesses. Reasoned action theory postulates that there are two primary sources of the experience of normative commitment: one internal and one external. It is hypothesized that one's own beliefs and character traits are primary factors in this regard. This investigation will link both variables to a sense of normative obligation (internal values and external norms). The stress that people feel from their immediate social context is an example of the subjective norms driver that affects normative commitment. As a result, members of these subcultures evaluate their own beliefs and behaviors in relation to those of others. Positively correlated with normative commitment was client loyalty⁸⁴.

Customer loyalty is affected by commitment levels. On the other hand, it was found to have a deleterious effect on the intent to switch. When compared to the desire to commit and the perceived cost, the discrepancies in results among researchers lend credence to the notion that normative commitment involves attitudinal components that are significant in elucidating the "psychological connection" to a particular provider. The normative component of commitment has the most damaging effect on the intention to switch over. Normative commitment occurs when a client stays with a business because they feel they should. The customer's internal values and the market's outward norms are both compatible

with this connection. In light of this, the following theory is put forth: Continuance commitment = [[the] perceived cost associated with quitting the organization⁸⁵. There are two aspects to this expense that must be taken into account: the cost of making the transition, and the cost-effectiveness of alternative energy options. Intentional switching and leaving an organization carries costs, which can be factored into a person's calculative (continuation) commitment. In addition, there are three key characteristics of calculative (cost-based) commitment that are all directly linked to the lack of alternatives: the lack of true alternatives, the seeming hurdles to leaving the organization, and the expense associated with switching⁸⁶.

According to studies conducted in the field of organizational behavior, an employee's "calculative commitment" takes into account not just the opportunity cost of quitting but also the alternatives that are currently available. However, in our analysis, we will also take into account the monetary commitment that is tied to the expense of leaving the company⁸⁷. This is so because there are many options available in the banking service business, and these options are readily apparent. Thus, customers are motivated to maintain their current relationships with businesses because of the value they place on the calculated commitment they have made to those businesses. From a different angle, many studies have shown that a higher degree of calculative commitment is correlated with a lower propensity to switch to a new service provider⁸⁸. The relationship between commitment and retention was investigated, and it was revealed that cost-based (calculative) commitment is inversely associated to retention⁸⁵.

One of the three elements of organizational commitment proposed by scholars is "affective commitment," which encompasses feelings of attachment, affiliation, and participation in

one's workplace. They have spent so much time and effort into the company that they will feel betrayed if they are let go. thirdly, they have a normative commitment to the place; they feel obligated to remain there for reasons of worth or necessity⁸⁹.

Commitment to one's organization has been linked to a more positive outlook on one's duties at work. The extent to which people engage in organizational citizenship behavior is favorably influenced by their level of organizational commitment because it encourages workers to have a broader view of their job responsibilities. Other significant results include enhanced firm performance and organizational flexibility, higher levels of employee satisfaction and motivation, lower rates of employee turnover, and more proactive examples of corporate citizenship. "The degree to which an individual identifies with and is invested in a specific organization" is what we mean when we talk about customer commitment. When a company creates a positive brand identity and delivers high-quality products, loyal customers show their appreciation in kind. Since customer commitment helps boost business results and boosts public displays of support, it is of paramount importance⁹⁰.

2.2 Theoretical Review

2.2.1 Social Exchange Theory

Blau's social exchange theory, first proposed in 1964, is frequently utilized by management scholars as a theoretical framework for understanding human behavior and social interaction. The SET assumes three mechanisms at play: (i) the first treatment an actor exhibits toward a target (ii) the target's reaction to the actor's action (attitude and behavior), and (iii) the establishment of a relationship between the actor and the target. Organizational actors or perpetrators, typically a supervisor or coworker, initiate the social exchange process by

treating a target individual in either a good or negative manner⁹¹. Social exchange theory also holds that trust and attractiveness in a relationship can be maintained if the benefits outweigh the disadvantages. Both monetary (salaries, bonuses, and allowances) and non-monetary (mental satisfaction) advantages are exchanged in these interactions. The idea of "unspecified duties" is central to SET as well. Humans exhibit unspecified responsibilities whenever one party extends a helping hand to another with the hope of future compensation⁹².

Despite social exchange theory's widespread applicability, scholars have raised four main concerns about the theory's theoretical value. First, numerous different categories are utilized to operationalize initiating acts and target replies, which can lead to confusion. Second, there is a lack of recognition for the degree to which some of the notions commonly used in social exchange research are hedonically positive (supervisor support, helping), while others are hedonically negative (abusive supervision, incivility). Researchers in the field of social exchange might benefit from being able to better distinguish between these concepts. Third, there is an insufficient delineation of the gap between doing and not doing in social exchange theory. To be more precise, the social exchange theory presupposes that the lack of anything hedonically positive (justice, trust) is equivalent to its existence (injustice, distrust). Evidence, however, reveals that this is not always the case. Fourth, a further serious problem develops as a result of the foregoing three issues. The predictions for behavior made by social exchange theory are now too broad and vague to be useful⁹¹.

Despite the criticisms of the theoretical utility of the SET, yet SET is abroad conceptual paradigm that spans a number of social scientific disciplines, such as management, social psychology, and anthropology. This implies that many scholars from several fields have use

SET to provide theoretical explanation and justification for the interactions in their study. For instance, organizational citizenship behaviors, commitment, justice, and both supervisory and organizational support have been fruitfully explored using this SET conceptual model. This scholar did not just activate SET relevance, they provided additional support for the theory in explaining numerous social interactions with organisation and understand the behavioural patterns within work place and in the society⁹³.

The relevance of SET for this study stems from its ability to provide theoretical explanations for how customer equity (which involves significant level of interaction between the organisation and its customers) can enhance organisational performance. The understanding of the customer that the organisation offers value and create avenue for positive relationship with them based on their need according to SET guarantees favourable outcome in customer retention and loyalty⁹².

2.3.2 Resource-Based View

The resource-based view is an inside-out (internal environment) approach to understanding how businesses gain and maintain a competitive edge. The works of Barney ("Firm Resources and Sustained Competitive Advantage"), Wernerfelt ("The Resource-Based View of the Firm"), Prahalad and Hamel ("The Core Competence of the Corporation"), and Penrose ("The Theory of the Growth of the Firm"), all published between 1980 and 1988, paved the way for its ascent to prominence⁹⁴. Proponents of RBV argue that, at its core, the concept rests on the idea that a company may better exploit its external environment and earn acceptable profits by leveraging the unique combination of resources and expertise that it possesses. This implies that even if a company is initially regarded as having VIRO

features, it must have knowledge, skill, ability, and tangible productive assets, the proficiency to deploy it, and the ability to consistently improve these capabilities if it wants to achieve superior performances (as compared to competitive parity)⁹⁵.

There are two main assumptions of RBV. First, resources are heterogeneous- this means that resources and competencies vary from one organisation to the next. Moreover, if every organisation possesses the same mix of resources and proficiency, then out-performing one another would not be possible. Also, resource heterogeneity suggests that "firms have areas of competitive advantage, parity, and disadvantage". Secondly, resources are immobile- this means that knowledge, skills, and abilities are at least not moveable in a short time. As such, it is from this immobility of these resources that made it difficult and complicated for competitors to accomplish the processes, products, and strategies employed by an organisation. Intangible asset forms most of the immobile resource, and they include, brand name, organisation culture, embedded, work-relationships, processes, and intellectual property⁹⁶.

However, some scholars have criticized the assumption of RBV for example in a paper presented by a scholar titled, "Is the resource-based view a useful perspective for strategic management research?" the scholars argued that RBV is static consequently its ability to explain competitive advantage in a dynamic environment is weak⁸⁹. In a "systematic review of the RVB literature,", sufficiency critics argued that RBV is insufficient as a theory of the firm.

In addition, the assumption that possessing resources that have VIRO attributes can help a firm to sustain competitive advantage have been criticized not to be sufficient that is, merely

owning resources is not enough, but that it is by having the competence to deploy them that SCA can be accomplished. Furthermore, in response to the definition of resources, the sufficiency theorist criticized the definition first, for its inability to distinguish between which resources are considered input to the firm and which is needed to help the firm select, deploy and organize such inputs. Secondly, RBV failure to addresses the significant variations in how different resources can contribute to a firm's superior performance, and this is despite the different types of resources identified by Barney⁹⁷.

There is consensus among RBV proponents that this is a valid starting point. In a study titled "New product deployment: The Moderating Influence of economic-institutional environment," for instance, the authors argue that certain knowledge-based resources (Research & Development) are important for the rollout of new goods regardless of the prevailing institutional frameworks. To better understand how customer collaboration, innovation orientation, and customer knowledge management affect marketing success, a researcher employed the RVB as a foundation for the testing model⁹⁸.

In a similar line, this study added to the RBV literature by looking at the connections between a company's innovation capacity and the performance of its new products, as well as between two organizational resources (particularly guanxi and IT systems). The research found that the ability to innovate is crucial for NPP enterprises of medium size, and that IT systems provide a considerable contribution to this ability⁹⁹. One researcher also identified strategic management capability (SMC) as an essential company resource that assumes proactive accountability throughout the NPD procedure. Consequently, SMC is a strategic enabler because it brings together the future market needs and the best technological capabilities to meet those objectives. There is a strong correlation between marketing

capability (an internal business resource) and organizational success, as the author of "the impact of marketing capability and Diversification strategy on performance" argued¹⁰⁰.

Therefore, businesses are urged to increase their dedication to marketing in order to reach and expand their target market and the success with which they do so. Strategic management and company performance: A study of selected Nigerian manufacturing firms was conducted using a theoretical framework based on RBV (and Contingency theory). The authors reaffirmed the assumption of RBV and strategic management perspective, namely, that a firm's ability to own and deploy resources and capabilities that are valuable, scarce, difficult to imitate, and have no available substitutes is the primary source and driver of sustained competitive advantage¹⁰¹.

Overall, considering the research aims to be addressed and the sufficiency critics of RBV, the current study is in favor of the RBV because a firm's ability to earn greater performance is dependent on the resources it has and the characteristics of these resources (which in this case as VIRO feature). Therefore, RBV offered theoretical justifications for the expected functional connection between independent customer engagement (considered as a firm-specific competence) and dependent (organizational performance) factors.

2.3 Review of Empirical Studies

2.3.1 Customer Engagement on Customer Satisfaction, Trust and Commitment

By extension, a company's efforts to foster customer participation in the production and dissemination of its goods and services, whether through traditional or digital channels, become part of the company's own internally-initiated activities aimed at establishing a platform through which customers can work together voluntarily to strengthen the

company's brand through increased customer identification with the product, increased customer satisfaction with the brand's offerings, and increased marketing prowess in service of the business as a whole¹⁰². Furthermore, the value creation possibilities were emphasized, which can increase customer happiness, trust, and purchasing behavior, which in turn increases patronage for the organization⁹¹.

Scholars have argued that customer engagement significantly affects a company's bottom line through leadership and work-life policies. In addition to the beneficial and considerable effect that employee engagement has on company success, research conducted at Telkom University found that organizational culture has on employee performance. In a related study, researchers came to different conclusions about the significance of engagement to organizational performance but agreed on its importance. Training and advancement opportunities were found to have a particularly large impact on employee engagement, and the resulting positive ripple effect on business results was also found to be statistically significant¹⁰³.

A study conducted to verify the importance of customer engagement to a company's market success found a favorable correlation between customer participation management and market share. Researchers in Valencia found that investing in getting to know their customers pays off in increased market share for their manufacturing businesses. Although the research contexts of some researchers differ—the former was conducted in Nigeria, while the latter was conducted in Spain—underpinning their findings is evidence that suggests customer engagement capability would result in a positive outcome to a firm's market share and, by extension, organizational performance¹⁰⁴.

Researchers in Australia, China, India, and the United States looked into the effect of customer engagement behavior (CEB) on customer outcomes and found that in order to create loyal and happy clientele, businesses must earn their trust, be transparent with them, and involve them in the creation of new value alongside them (p. 93, 94). These results corroborate the argument made by another academic, namely that Co-creation activity enhances the performance of organizations by allowing them to better comprehend and cater to their clients' wants and needs. When customers are satisfied, they are more likely to make additional purchases, which increases market share¹⁰⁵.

Another study that sought to back up claims about the importance of cultivating relationships with customers discovered that consumers who already had positive associations with a company's brand were more likely to disregard negative press about it. This further supports the idea that companies who put in the effort to cultivate positive relationships with their clientele get the benefits. In addition, through relationship development, the company imparts information that helps the client learn about the company's distinctive skills and present value co-creation opportunities, both of which contribute to customer satisfaction and, ultimately, market share⁹⁵.

The importance of making sure customers are satisfied through appropriate involvement is highlighted despite researchers' differences in the unit of analysis, techniques for data collection, and analysis. Organizations exist because people have wants that must be met, and how well they meet those needs—or even go above and beyond them—is of paramount importance to their continued existence^{106,107}. This parallel was also found in the work of a different academic, but in distinct settings. Studying China specifically, the authors found that new product development (NPD) and customer lifetime value (CLV), a stand-in for

customer happiness, interact with one another in a way that is moderated by the advertising strategy employed. An expert also analyzed the correlation between client participation and the success of River State's manufacturing companies in the market. Results showed, however, a positive correlation between customer involvement management and market share for the manufacturing firms analyzed. The most important takeaway from these studies is the emphasis they place on the connection between customer engagement capabilities and business success¹⁰⁸.

When a researcher looked at how customer involvement initiatives might affect customer behavior, however, they found a negative correlation⁹⁸. It demonstrated that the potential for such an attempt to backfire on the organisation's brand equity lessened its market appeal. A study didn't back up the previous scholar's position, but it also didn't line up with the prior empirical data that were analyzed. In other words, customer pleasure, trust, profit, and market share are not driven by customer interaction competence at the outset. The research concludes that first-order skills, such the ability to innovate, are responsible for the performance impact of second-order skills like consumer involvement capability¹⁰⁹.

2.3.2 Customer Engagement, Customer Equity, and Organisational Performance

A study was conducted wherein the researcher looked into the relationship between customer engagement, customer equity, and the likelihood of a consumer returning to a mobile app¹⁰⁰. This paper's goal is to investigate the connection between customer equity (brand, value, and relationship equity) and repurchase intent as a result of customer involvement with mobile apps across different social media communities. With data collected using the quantitative analysis technique of a primary source from 485 current

customers of Gogoro, the largest electric scooter company in Taiwan, our study expands on recent mobile app and service dominant logic literature in deconstructing the stimulus of repurchase intention towards premium brands. In all, 485 valid replies were accepted and used for the study out of the total of 1000. To investigate the underlying measures of the proposed dimensions, a survey was conducted using a 5-point Likert scale, with 1 representing strongly disagreeing and 5 representing strongly agreeing. The information was analyzed using structural equation modeling. The results of this study provide empirical evidence that customer involvement via mobile applications has a beneficial effect on customer equity, which in turn increases the likelihood that existing consumers will make another purchase. The results show that customer equity mediates the favorable effect of using mobile apps on customers' brand, value, and relationship equity, which in turn increases the likelihood that those customers will make a repeat purchase¹¹⁰.

This paper's conception offers theoretical guidelines for mobile app operators on how to best utilize customer involvement to increase customer equity and repurchase intent. In this study, we hypothesize and disclose the mechanisms at work in the relationship between customer engagement with mobile apps and customer equity. Specifically, the study suggests that I in order to maintain their firms' sustainable advantages in a highly competitive industrial sector, executives of mobile apps firms should seek both the initial purchase and the repurchase decision of customers in their mobile apps management, and (ii) that mobile app operators in Asian emerging markets should seek managerial implications from the study. (ii) To increase client participation across all channels, premium product/brand manufacturers should invest heavily in mobile app creation and upkeep. By doing so, they may increase the value, brand, and relationship equity of their

companies in the eyes of their customers. firms shouldn't discount the influence of eWOM now that social media client engagement is the standard in mobile commerce and services may be virtualized and offered via mobile apps¹¹¹.

Positive and negative feelings' effects on loyalty intentions and how they interact with customer equity factors were studied using a quantitative strategy and data gathered via a structured questionnaire¹¹². The research included 102 top companies from 18 different service sectors in the Netherlands. There are thirteen insurance companies, nine health insurance companies, five banks, five mobile phone companies, six landline phone companies, five energy companies, five gasoline companies, nine travel agencies, four airlines, four hotels, seven grocery stores, four health and beauty supply stores, four department stores, five electronic retailing companies, and four do-it-yourself supply stores (four firms). A total of 7,596 eligible clients are included in the data, and 10,527 replies were received. Because there are three tiers in the data structure, a multi-level model was employed for the analysis (customers as the first level, who are nested within firms; firms as the second level, which are nested within industries)¹¹³.

This research used three different robustness checks to determine how reliable the results were. To begin with, it avoided type I errors by estimating the models on 90% and 80% of the dataset, respectively. Secondly, it employed a second multi-level study to examine industry data, followed by a meta-analysis to synthesize the eighteen findings. Web Appendix B reveals that across 18 different sectors, the average number of responses per respondent is 1.39, with a range of 1.02 (energy providers) to 2.58 (banking). Third, the results from the analysis of data from the aforementioned 18 industries were replicated using data from the lottery sector. There were a total of 834 clients included, with 2,165

responses. In general, the results from the 18 industries are supported by the three robustness checks, while VE NE's lack of significance remains ambiguous¹¹⁵. As can be seen from the findings, (1) the effects of CEDs are moderated by positive emotions (negative interaction), (2) negative emotions amplify the effects of BE and RE, and (3) happy emotions mitigate the effects of CEDs (positive interaction). In addition, the results show that good and negative emotions are two separate loyalty drivers that are not CEDs. Those with positive and negative emotions have distinct reactions to CEDs while deciding whether or not to show loyalty, the study found. This research found that both positive and negative feelings could account for loyalty intentions. Managers should use caution when utilizing both positive and negative CEDs in the same context. Managers were given a strategic matrix to use in order to figure out which permutations would work best. 102 people participated in the study¹¹⁶.

Samples were collected from the financial sector for this study, which aimed to determine whether or not customers' involvement, perception of control, and ownership stakes in a company were related. An online survey was used as the primary data collection tool for this investigation. People surveyed included those who use both traditional and non-traditional methods to get financial services. Customers offline and authors' online networks of friends and colleagues are the primary sources. A total of 360 surveys were distributed; 264 valid surveys were returned for a response rate of 73.33 percent. The questionnaire has four sections: general data, a customer participation scale, a perceived control section, and an equity section. There are a total of 4 questions that make up the Perceived Control scale¹¹⁷. Consumer preparation, knowledge sharing, cooperative behavior, and interpersonal contact are the four elements that make up the 13-item scale

that measures customer participation. There are 4 questions that make up the perceived control scale. The nine items on the customer equity scale reflect the monetary worth, social value, and knowledge value of the client in turn. Cronbach's is chosen as the dependability criterion since it is a measure of internal consistency¹¹⁸. Internal consistency is high on all scales as indicated by Cronbach's values in excess of 0.7. All three KMO values are greater than 0.6 (P 0.01): 0.843 for the customer involvement scale, 0.692 for the perceived control scale, and 0.839 for the customer equity scale. Data analysis in SPSS 19.0 and Amos 21.0 was utilized to support the study's hypotheses and validate the theoretical model. This study confirms, through theory and testing, that consumer participation increases customer equity. The results show that consumer engagement has a positive effect on customer equity, and that this link is mediated in part by customers' sense of agency. Study recommendations include: enterprises recognizing the value of customer participation and actively encouraging customers to participate in interaction, which has a positive effect on customer equity; enterprises bolstering the cultivation and promotion of customers' perceived control, so as to provide effective support for improving customer equity; enterprises making clear customer segmentation and providing targeted products and services in each segment¹¹⁹.

The study's findings showed that consumers' purchase decisions were significantly influenced by brand equity factors like brand awareness, brand association, perceived quality, and brand loyalty. The results showed that whereas cognitive experience was highly linked to fairness, pleasant social and behavioral experiences had a similarly good effect on both happiness and contentment. Delight had a major impact on both equity and loyalty, while equity influenced loyalty in a favorable way. The connection between

happiness and dedication was also mediated by fairness. Loyalty to a brand is greatly influenced by relationship equity due to the moderating effect of value equity and the mediating effect of brand equity. It's interesting to see the variety of connections that emerge between the various consumer experience kinds. Customers' value equity, brand equity, and relationship equity are all favorably influenced by their sensory, affective, behavioral, and intellectual experiences, as shown by the research. Not only that, but the results of this research show that experiential marketing can help a service business gain a loyal customer base. As a result of the moderating effect of value equity and the mediating effect of brand equity, relationship equity is a crucial determinant of brand loyalty. It's fascinating to see how these connections vary across customers' levels of openness to new experiences¹²⁰.

Do Not Copy, Lead City University, Nigeria

2.4 Conceptual Model

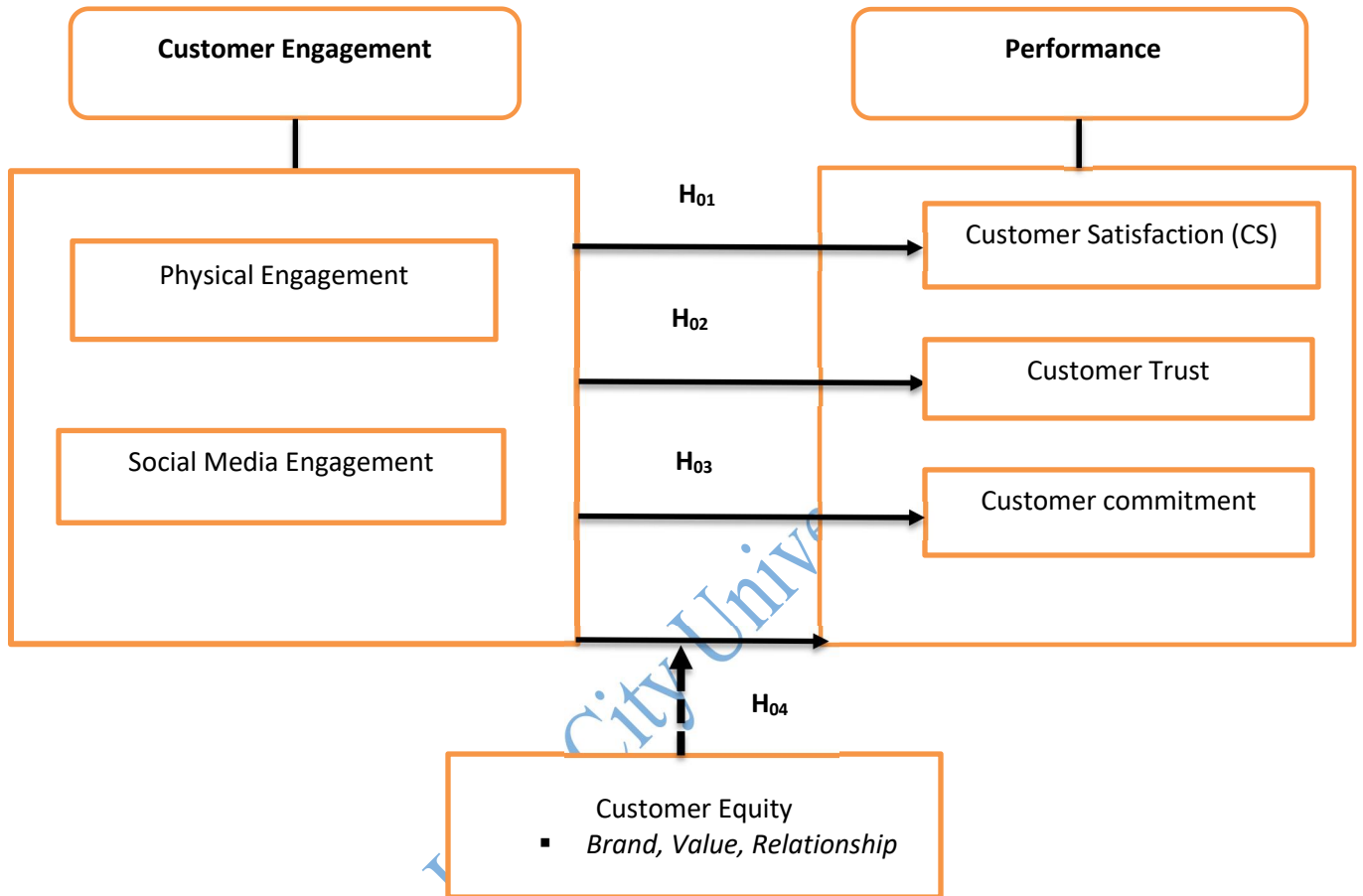


Figure 2.1 Conceptual Model for the Study

Source: Researcher's Model, 2022

The conceptual model of this study was developed based on social exchange theory and resource-based view. The theories explained the interactions between customer engagement, customer equity, and organisational performance. By these theories, having the capacity and resource to actively involve the customers in the cocreation function of the organisation and offer unique value proposition is critical to achieving higher level of customer performance depicted by satisfaction, trust and commitment. The model summarized the study; customer

engagement, customer equity and organisational performance of manufacturers of baby-care products in Ibadan Oyo State, Nigeria.

The independent variable customer engagement is measured by; physical and social media engagement. The dependent variable organisational performance is measured from the customer perspective which includes customer satisfaction, customer trust, customer commitment. The moderating variables are customer equity measured from value, brand and relationship point of view. Therefore, the four hypotheses were linked as follows: customer engagement and customer satisfaction; customer engagement and customer trust; customer engagement and customer commitment; customer equity, customer engagement, and performance. Overall, these formulated hypotheses will be subjected to a statistical test to determine the direction of results, conclusion, and possible recommendations for this study.

2.5 Summary of Gaps in Literature Reviewed

According to the available literature, in today's cutthroat business climate, a company's most valuable intangible asset is its client base. As a result, there is now a growing interest in conducting studies in this area. Research on various facets of customer management, including customer analysis, customer engagement, loyalty, and collaborative efforts to understand the customer and obtain maximum life time value, have been conducted by a number of scholars in a variety of contexts, including those with varying economic priorities, industry specializations, and cultural orientations. Innovation through teamwork: Impact on the efficiency and effectiveness of customer knowledge management; Relationship development with clients: the significance of brand allure and consumer-brand recognition; Reputation and loyalty's relation to innovatory capacity and consumer experience; Improving CRM through use of CPM (customer portfolio management): What kind of metals do your

clients primarily buy? The moderating effect of advertising strategy on relationships between customers' expectations of future value, the innovativeness of a company's products, and the lifetime value of its customers; Excellent, superior, involved? The impact of customer relationship management software on productivity in businesses; the value created by companies that actively engage their customers. The findings of this study (Customer involvement capability and service firm performance: the mediating role of innovation), which relied heavily on quantitative cross-sectional survey research methods, indicated that customer involvement has a relationship with firm performance and that firms should adjust their relationship with customers based on the value those customers create ($P=.103$, $P=.104$, $P=.105$, $P=.106$, and $P=.107$). Despite the high quality and validity of these research, it is obvious that variations in factors such as economy, location, culture, and environment can lead to distinctive results. Most research have focused on a heterogeneous group of companies operating in diverse industries, which can produce skewed results when extrapolated to a single sector. Therefore, the goal of this study is to fill this knowledge gap by exploring the connection between consumer engagement and the success of Nigerian manufacturers of baby care goods.

The trust of one's clientele is essential to effective CRM¹⁰⁹. It's because a company's dedication to value creation, strong brand image, and positive relationships all have a knock-on effect on the satisfaction, loyalty, and advocacy of its market offers among its customers. As a result, numerous works have stressed the significance of customer equity management in a variety of economic contexts and cultural contexts; What effect social networking sites have on consumers' perceptions of brands and their propensity to make purchases; The results of a scientific investigation into mobile service providers; Effects of parasocial relationships in the

fashion industry's online marketplace on consumer wealth; Relationship development with clients: the significance of brand allure and consumer-brand recognition; New digital services, increased client involvement, and loyalty through augmented reality marketing; Analysis of how different types of customer equity factors interact with customers' positive and negative emotional states; Loyalty in the service sector, and how it is affected by consumer equity drivers; Customer equity drivers and brand loyalty: there isn't a one-to-one correlation Why and how the social media experiences of consumers might strengthen brand loyalty and loyalty among new customers; Customer Involvement, Perceived Control, and Customer Equity:

Findings from a Survey (with a Focus on the Financial Sector) uses a primarily quantitative cross-sectional survey design. Conclusions Overall, the research showed that customer equity is vital to establishing reliable relationships with clients. Although, in the context of baby-care product makers, the question of whether customer equity might influence the relationship between customer engagement and customer performance remains unsolved. To offer a solid grasp of the plethora of benefits attributable to organization, whether for-profit or not-for-profit, the analysis of articles also advocated performing a customer equity research concentrating on contexts different from those profit-maximizing organizations investigated. Given this story, it's important to fill in that section of the literature. Therefore, the purpose of this research is to analyze how manufacturer's performance is affected by customer involvement in Ibadan State, Nigeria, and how consumer equity affects the relationship between customer engagement and performance.

Endnotes

1. F.F., Leung, C.H., Tse, & C.K. Yim. *Engaging customer cocreation in new product development through foreign subsidiaries: Influences of multinational corporations' global integration and local adaptation mechanisms.* **Journal of International Marketing**, 2020, 1-22 <https://doi.org/10.1177/1069031x19890345>.
2. S.L., Martina, R.G., Javalgib, & L., Ciravegnac,. *Marketing capabilities and international new venture performance: The mediation role of marketing communication and the moderation effect of technological turbulence.* **Journal of Business Research**, 107(1), 2020, 25–37.
3. Z., Minhao, Y., Wang, & H., Olya. "Shaping social media analytics in the pursuit of organisational agility: A real options theory perspective." *Tourism Management* 88, 2022: 104415.
4. Y., Yu, Y., Qionglei, Y., Zheng, & Y., Zheng. "Investigating the effect of social media application on firm capabilities and performance: The perspective of dynamic capability view." **Journal of Business Research**, 139 2022: 510-519.
5. N., Muna, N., Yasa, N., Ekawati, I., Wibawa, A., Sriathi, & I., Adi. "Market entry agility in the process of enhancing firm performance: A dynamic capability perspective." **International Journal of Data and Network Science** 6, no. 1, 2022: 99-106.
6. A., Muhammad Sayyid Tsabit, K., Kurniawati, A., Mutiara, & R., Siregar. "The role of social media agility: The Moderating of Change Seeking." *Ultima Management: Jurnal Ilmu Manajemen* 14, no. 1, 2022:111-124.
7. H., Mia Hsiao-Wen, & H., FL Chung. "Customer engagement, customer equity and repurchase intention in mobile apps." **Journal of Business Research**, 121, 2020: 13-21.
8. K., Woohyoung, H., Kim, & J., Hwang. "Sustainable growth for the self-employed in the retail industry based on customer equity, customer satisfaction, and loyalty." **Journal of Retailing and Consumer Services**, 53, 2020: 101963.
9. K., Juran, Y., Sun, K., Hoon Kim, & S., Kang. "Sustainability and customer equity: Evaluation of citing networks and contributions." **Journal of Global Fashion Marketing**, 10, no. 3, 2019: 267-274.
10. Y., Xiaolei, & C., Yuan. "How consumers' brand experience in social media can improve brand perception and customer equity." **Asia Pacific Journal of Marketing and Logistics**, 2019.

11. H., Fei, & K., Kye-Sung Chon. *"Contactless service in hospitality: bridging customer equity, experience, delight, satisfaction, and trust."* **International Journal of Contemporary Hospitality Management**, 34, no. 1, 2022: 113-134.
12. Y., Chun Lin, H., Moon, K., Hoon Kim, & S., Wang. *"The influence of parasocial relationship in fashion web on customer equity."* **Journal of Business Research**, 130, 2021: 610-617.
13. C., Heetae, & C., Weisheng. *"Sport nostalgia builds customer equity and future behavior."* *Marketing Intelligence & Planning*, 39, no. 2, 2021: 315-328.
14. K., Kyung Hoon, K., Eunju, S., Jin Kim, & Q., Jiang. *"Digital service innovation, customer engagement, and customer equity in AR marketing."* **Journal of Global Scholars of Marketing Science**, 31, no. 3, 2021: 453-466.
15. L., Bo Youn, & S., Young Park. *"The role of customer delight and customer equity for loyalty in upscale hotels."* **Journal of Hospitality and Tourism Management**, 39, 2019: 175-184.
16. G., Lily, I., Melero-Polo, & F., Javier Sese. *"Customer equity drivers, customer experience quality, and customer profitability in banking services: The moderating role of social influence."* **Journal of Service Research**, 23, no. 2, 2020: 174-193.
17. S., Yang, C., Tony Garrett, I., Phau, & B., Zheng. *"Case-based models of customer-perceived sustainable marketing and its effect on perceived customer equity."* **Journal of Business Research**, 117, 2020: 615-622.
18. C., Pham Hung, O., Dinh Yen Nguyen, L., Viet Ngo, & N., Phong Nguyen. *"Not all experiential consumers are created equals: the interplay of customer equity drivers on brand loyalty."* **European Journal of Marketing**, 54, no. 9, 2020: 2257-2286.
19. J., Cambra-Fierro, L., Xuehui Gao, I., Melero-Polo, & F., Javier Sese. *"What drives consumers' active participation in the online channel? Customer equity, experience quality, and relationship proneness."* *Electronic Commerce Research and Applications* 35, 2019: 100855.
20. M., Kohsuke. *"A framework for variance analysis of customer equity based on a Markov chain model."* **Journal of Business Research**, 129, 2021: 57-69.
21. D., Winston W., Yan Ji, D., Reibstein, & W., Wu. *"Inalienable customer capital, corporate liquidity, and stock returns."* **The Journal of Finance**, 76, no. 1, 2021: 211-265.
22. M., Rasha HA, & M., Mahmoud Ibrahim. *"The effects of customer equity and religious motivation on customer retention and switching intention: A study of the Egyptian banking sector."* **Journal of Islamic Marketing**, 11, no. 6, 2020: 1873-1891.

23. M., Mehrdad, E., Hassannayebi, N., Fattahi Miab, & A., Farjad. "Dynamic allocation of promotional budgets based on maximizing customer equity." *Operational Research*, 21, 2021: 2365-2389.
24. M., Monica, & D., Zeke. "Monetary policy, customer capital, and market power." **Journal of Monetary Economics**, 121, 2021: 116-134.
25. K., Sang Jin, J., Yoo, & K., Eunju. "The effects of brand collaboration with the online game on customer equity and purchase intention: moderating effect of fashion brand type." **Asia Pacific Journal of Marketing and Logistics**, 2023.
26. D.A., Schweidel, M., Reisenbichler, T., Reutterer, & K., Zhang. "Leveraging AI for content generation: A customer equity perspective." In *Artificial Intelligence in Marketing*, 2023, pp. 125-145.
27. Z., Mohammad Reza, & S., Naghdi Khanachah. "The impact of customer assisted knowledge production capacity on customer capital in a knowledge-based center." *Annals of Management and Organization Research*, 1, no. 2, 2020: 107-121.
28. H., Fei, & K., Chon. "Are you ready for a contactless future? A multi-group analysis of experience, delight, customer equity, and trust based on the Technology Readiness Index 2.0." **Journal of Travel & Tourism Marketing**, 38, no. 9, 2021: 900-916.
29. A., Vika Ansy, & A., Hananto. "The role of social media marketing activities on customer equity drivers and customer loyalty." *AFEBI Management and Business Review* 5, no. 1, 2020: 1-15.
30. Q., Zahra, H., Koosha, & M., Bagheri. "An integrated model for customer equity estimation based on brand equity." **International Journal of Market Research**, 63, no. 5, 2021: 635-664.
31. D., Winston Wei, & J., Yan. "External financing and customer capital: A financial theory of markups." *Management Science*, 67, no. 9, 2021: 5569-5585.
32. A., Rizwan Raheem, Z., Zaidi Erum, S., Hasnain Alam, D., Streimikiene, & V., Parmar. "Effect of social media marketing of luxury brands on brand equity, customer equity and customer purchase intention." *Amfiteatru economic*, 25, no. 62, 2023: 265-282.
33. Y., Chunlin, W., Shuman, & L., Yue. "AI service impacts on brand image and customer equity: empirical evidence from China." **Journal of Brand Management**, 30, no. 1, 2023: 61-76.
34. F., Fabio, J., Mueller, N., Paoloni, M., Farina Briamonte, & D., Magni. "Evaluating fashion retailers' intellectual capital: key money as a part of customer capital." **Journal of Intellectual Capital**, 23, no. 2, 2022: 173-194.

35. S., Munazza, & I., Binti Abdul Ghani Azmi. *"The nexus between customer equity and brand switching behaviour of millennial Muslim consumers."* **South Asian Journal of Business Studies**, 8, no. 1, 2019: 62-80.
36. N.A., Hamdani, A.O., Herlianti, & G.A.F., Maulani. *"Customer equity in the marketplace."* **Int. J. Innov. Creat. Chang**, 8, no. 3, 2019: 1-7.
37. W., Feng, L., Xinyan, & M., Chen. *"Effects of product imitation on customer equity."* **Marketing Intelligence & Planning**, 2020.
38. R., Zohaib, A., Razzaq, S., Yousaf, U., Akram, & Z., Hong. *"The impact of customer equity drivers on loyalty intentions among Chinese banking customers: The moderating role of emotions."* **Asia Pacific Journal of Marketing and Logistics**, 2019.
39. V., Sanaz, A., Sepehrmanesh, E., Zaeri, & L., Altinay. *"Environmental CSR, Customer Equity Drivers, and Travelers' Critical Outcomes: A Stimulus–Organism–Response Framework."* **Journal of Hospitality & Tourism Research**, 2023: 10963480231156836.
40. F., Nadia, A., Mohsein Abdul Mohsin, & S., Kamalul Ariffin. *"Examining the relationship between customer experience and customer equity in South Asia's health sector."* **Journal of Entrepreneurship, Business and Economics**, 9, no. 1, 2021: 275-301.
41. T., Maharani, & F., Khoirul. *"The effect of human capital, structural capital, customer capital, managerial ownership, and leverage toward profitability of company."* **Journal of Advanced Multidisciplinary Research**, 1, no. 1, 2020: 46-62.
42. S., HaeJin, F., Linlin, & T., Ho Song. *"Differential impact of customer equity drivers on satisfaction: the case of china's telecommunications industry."* **Asia Marketing Journal**, 24, no. 4, 2023: 178-189.
43. A.A., Al-Wugayan. *"Do customer equity drivers affect customer relationship quality and customer relational outcomes in banking?."* **International Journal of Electronic Customer Relationship Management**, 13, no. 1, 2021: 1-29.
44. K., Hamidreza, & A., Albadvi. *"Allocation of marketing budgets to maximize customer equity."* **Operational Research**, 20, 2020: 561-583.
45. P., Roldan-Blanco, & S., Gilbukh. *"Firm dynamics and pricing under customer capital accumulation."* **Journal of Monetary Economics**, 118, 2021: 99-119.
46. S., Dwiviolita, & S., Zuliarni. *"Customer Engagement, Customer Equity, and Their Influence on Consumer Repurchase Intention in E-Commerce Mobile Applications."* **JDM (Jurnal Dinamika Manajemen)**, 14, no. 1, 2023: 55-71.

47. C., Yong Bum, J., Lee, S., Yoo, & Y., Keun Yoo. "Value relevance of customer equity beyond financial statements: evidence from mobile telecom industry." **Asia-Pacific Journal of Accounting & Economics**, 26, no. 3, 2019: 281-300.
48. A., Radhika, & S., Mittal. "Impact of Social Media Marketing Activities on Purchase Intentions via Customer Equity Drivers: An Empirical Case Study on Smartphone Brands." **International Journal of Online Marketing (IJOM)**, 12, no. 1, 2022: 1-19.
49. B., Amit, & R., Shailaja. "Relationship between Customer Equity and Customer Loyalty: A Study of Retail Outlets for Consumer Durables." *Nmims Management Review*, 36, no. 4, 2019: 20-35.
50. C., Nawati Noorshella, N., Hasmini Abd Ghani, A., Abdullah, B., Alareeni, N., Shuhada Deraman, M., Zaki Muhamad Hasan, & S., Gbene Zaato. "Social media marketing to enhance customer equity on fashion apparel brand among university students." **Journal of Information Technology Management**, 13, no. 2, 2021: 75-92.
51. A., Megatari. "The effect of customer engagement on customer equity and repurchase intention in mobile shopping applications." In *International Conference on Innovations in Social Sciences Education and Engineering (ICOISSEE)*, vol. 1, no. 1. 2021.
52. Q., Zahra, H., Koosha, & M., Bagheri. "The impact of brand equity on customer equity." In *2019 15th Iran International Industrial Engineering Conference (IIIEC)*, pp. 212-222. IEEE, 2019.
53. F., Houston Joel, S., Hongyu, & Y., Shan. "Intangible customer capital and bank resilience." Available at SSRN 3697693, 2021.
54. J., Reetika. "Managing Customer Relationships Using Customer Lifetime Value and Customer Equity Metrics." In *Performance Management*, CRC Press, 2020, pp. 175-186.
55. P., Joonyong, & R.B., Kim. "The importance of service convenience and temporal personality for omnichannel customer equity and shopping behaviour." **International Journal of Electronic Marketing and Retailing**, 13, no. 4, 2022: 443-465.
56. P., Darina. "Customer equity management of industrial enterprises in Bulgaria." *Monographic library "Knowledge and business"* Varna, 2019.
57. B., Massimiliano, P., Perego, M., Bonacchi, & P., Perego. "Customer equity for external reporting and valuation." *Customer Accounting: Creating Value with Customer Analytics*, 2019: 67-82.
58. L., Bo Youn, & S., Young Park. "Shifts of guests' perception on drivers of customer equity for loyalty over time: a multiple mediation analysis." **Journal of Quality Assurance in Hospitality & Tourism**, 22, no. 1, 2021: 30-54.

59. R., Aditya Ainurrisqi, & A., Hidayat. "Assessing social media marketing activities and customer equity activities influencing customer loyalty to clothing thrifting in Yogyakarta." **Enrichment: Journal of Management**, 12, no. 4, 2022: 2662-2669.
60. H., Manijeh, L., Ghodratabadi, & S., Shafi. "Effect of top managers' commitment, knowledge management and organizational learning on customer capital." **Journal of Business Management**, 11, no. 2, 2019: 357-374.
61. S., Jinyan, Y., Conghui, L., Xiangkun, & L., Yanxi. "Predicting firm stock returns with customer stock returns: Moderating effects of customer characteristics." *Research in International Business and Finance*, 54, 2020, 101280.
62. C., Bu-nga. "Sufficiency economy philosophy-based sustainability dimensions impact on customer equity and brand loyalty." **ABAC Journal**, 41, no. 1, 2021: 43-61.
63. M., Kianoosh, M., Bahreinizad, & M., Esmailpour. "Brand communications and customer equity: The mediating role of brand knowledge and word of mouth ads." **The Romanian Economic Journal**, 22, no. 78, 2020: 117-133.
64. L., Serhii, & T., Zavalii. "The impact of customer capital on company's market value: An empirical study from 100 US stock market leaders." **International Journal of Management and Economics**, 57, no. 4, 2021: 299-312.
65. B., Manizheh, M., Esmailpour, & K., Moradi. "Brand communications and customer equity: the mediating role of brand knowledge and word of mouth ads." *Romanian Economic and Business Review*, 15, no. 4, 2020: 90-103.
66. B., Pucharat, S., Sukahbot, I., Rinthaisong, & N., Soonsan. "The influence of savings for investment as a moderator variable between customer equity and behavioral loyalty of thai investors." **ABAC Journal**, 42, no. 2, 2022: 151-171.
67. Y., Okky Rizkia. "Can customer equity be the mediating variable between social media marketing activities and purchase intention?." **Journal of Theoretical and Applied Information Technology**, 98, no. 20, 2020.
68. A., Glenn, T.P., Vincent Cheng, J., Rhodes, & L., Peter. "The influence of online reviews and brand trust and customer equity: Consumer equity." **Journal of Electronic Commerce in Organizations (JECO)**, 17, no. 4, 2019: 30-43.
69. D., Ni Made Candra, & G., Suparna. "The effect of customer equity on brand commitment and brand switching on samsung smartphone users." **European Journal of Business and Management Research**, 8, no. 1, 2023: 126-130.
70. R.T., Enita, & A.M., Utam. "Utilization of social media marketing by young business players in binjai city in developing customer equity." **Budapest International Research and Critics Institute-Journal (BIRCI-Journal)**, 4, no. 2, 2021: 1838-1848.

71. K., Chayanan, C., Narumon, A., Choengklinchan, O., Decha, N., Wantayakul, & Y., Wan-Hsuan. *"Key Success Factors on Social Media Agility of Tourism Business in Thailand."* **Journal of Positive School Psychology**, 6, no. 3, 2022: 4257-4267.
72. Y.K., Dwivedi, A., Mahmud, S., Muhammad, A., Zeeshan, A., Bhatti, & P., Nripendra Rana. *"Examining the effects of enterprise social media on operational and social performance during environmental disruption."* *Technological Forecasting and Social Change* 175, 2022: 121364.
73. P., Alain, & I., Choi. *"Digital-enabled strategic agility: it's time we examine the sensing of weak signals."* **European Journal of Information Systems**, 2022: 1-9.
74. S., Fatin Atirah. *"The role of perceived social media agility in customer engagement."*, 2022: 3-6.
75. G., Dulce, M., Bergquist, S., Alänge, & R., Bunk. *"How digital tools align with organizational agility and strengthen digital innovation in automotive startups."* *Procedia Computer Science* 196, 2022: 107-116.
76. P., Abdul Hameed, & S., Pitafi. *"Socio-instrumental Use of Enterprise Social Media and Employee Agility: Role of Promotion-Focus and."* In *Academy of Management Proceedings*, vol. 2022, no. 1, p. 15989. Briarcliff Manor, NY 10510: Academy of Management, 2022.
77. Z., Mengyi, Y., Sun, A., Jeyaraj, & J., Hao. *"Impact of task characteristics on employee agility: the moderating effect of enterprise social media visibility."* *Internet Research* 31, no. 3, 2021: 931-960.
78. A., Babatunde, Onamusi. *"Adaptive Capability, Social Media Agility, Ambidextrous Marketing Capability, and Business Survival: A Mediation Analysis."* *Marketing and Branding Research* 8, no. 1, 2021: 31-47.
79. W., Chuanhui, Y., Zhang, S., Huang, & Q., Yuan. *"Does enterprise social media usage make the employee more productive? A meta-analysis."* *Telematics and Informatics* 60, 2021: 101578.
80. N., Anam, H., Yong, A., Luqman, A., Waheed, & A., Dhir. *"Enterprise social media and cyber-slacking: A Kahn's model perspective."* *Information & Management* 58, no. 1, 2021: 103405.
81. C., Shu-Hui. *"Co-creating social media agility to build strong customer-firm relationships."* *Industrial Marketing Management* 84, 2020: 202-211.
82. W., Chu, A., Hameed Pitafi, S., Kanwal, A., Ali, & M., Ren. *"Improving employee agility using enterprise social media and digital fluency: Moderated mediation model."* *IEEE Access* 8, 2020: 68799-68810.

83. M., Santanu, V., Rao Korasiga, & D., Payel. *"Influence of social media on medical chain agility and resilience: an empirical investigation."* **International Journal of Enterprise Network Management**, 11, no. 4, 2020: 347-371.
84. H., Suhaizal, A., Masek, N., Saadah Abdullah, A., Nazura Paimin, & W., Hanim Nadrah Wan Muda. *"Students' intention to share information via social media: A case study of COVID-19 pandemic."* **Indonesian Journal of Science and Technology**, 2020: 236-245.
85. P., Abdul Hameed, S., Kanwal, & A., Pitafi. *"Effect of enterprise social media and psychological safety on employee's agility: Mediating role of communication quality."* **International Journal of Agile Systems and Management**, 12, no. 1, 2019: 1-26.
86. B., Hillol, A., Massey, & S., Seol. *"Social media in the workplace: Influence on employee agility and innovative behavior."* In Proceedings of the 52nd Hawaii International Conference on System Sciences, 2019.
87. K., Agnieszka. *"The role of human resource flexibility and agility in achieving sustainable competitiveness."* **International Journal of Sustainable Economy**, 11, no. 4, 2019: 324-346.
88. E., Johansson, C., Raddats, & L., Witell. *The role of customer knowledge development for incremental and radical service innovation in servitized manufacturers.* **Journal of Business Research**, 98(4), 2019, 328-338.
89. J., Bowden. *Customer engagement: A framework for assessing customer-brand relationships: The case of the restaurant industry.* **Journal of Hospitality Marketing & Management**, 18(6), 2019. 574-596.
90. B., Onamusi, O.U., Asikhia, & G.O., Makinde. *Environmental munificence and service firm performance. The moderating role of management innovation capability.* Paper presented at 3rd international conference on business re-engineering and economic development: Converging transformative marketing and management-Panacea for accelerated firm and economic growth, department of business administration & marketing, Babcock University Ilisan-Remo, Ogun State, Nigeria. 2019.
91. X., Yu, & C., Yuan. *How consumers' brand experience in social media can improve brand perception and customer equity.* **Asia Pacific Journal of Marketing and Logistics**, 31(5), 2019, 1233-1251
92. G., Asano, T.P., Cheng, J., Rhodes, & P., Lok. *The influence of online reviews and brand trust and customer equity.* **Journal of Electronic Commerce in Organizations**, 17(4), 2019, 30-43.

93. J., Shin, S., Hwang, G., Kim, & Y., Kim. *Well integrity evaluation using integrated geophysical well loggings*, 2020.
94. M.H., Ho, & H.F., Chung. *Customer engagement, customer equity and repurchase intention in mobile apps*. **Journal of Business Research**, 121, 2020. 13-21.
95. J., Segarra-Moliner, & M., Moliner-Tena. *Engaging in customer citizenship behaviours to predict customer lifetime value*. **SSRN Electronic Journal**, 2022.
96. Y., Sun, T.C., Garrett, I. Phau, & B. Zheng, *Case-based models of customer-perceived sustainable marketing and its effect on perceived customer equity*. **Journal of Business Research**, 117, 2020, 615-622.
97. K.H., Kim, E., Ko, S.J., Kim, & Q., Jiang. *Digital service innovation, customer engagement, and customer equity in AR marketing*. **Journal of Global Scholars of Marketing Science**, 31(3), 2021. 453-466.
98. L., Ardito, J., Cambra-Fierro, A., Olavarría, & R., Vazquez-Carrasco. *Relevance of salespeople profiles: An analysis in an emerging economy*. **Marketing Intelligence & Planning**, 38(4), 2019, 433-448.
99. O.T., Odeleye. *Brand equity and marketing performance: Perspectives from the brewing industry in Nigeria*. **International Journal of Business, Economics & Management**, 4(1). 2021.
100. S.A., Almaqousi, S.A., Samikon, L.P., Cavaliere, & N.A., Nordin. *The impact of brand awareness, brand loyalty, and brand association on consumer decision making in Palestine olive oil industry*. **Business Management and Strategy**, 12(2), 2019, 66.
101. S., Mirza, Y.S., Sherazi, & A., Zeeshan. *Does better brand management influences consumer purchase decisions? COVID-19 challenges from Pakistan banking sector*. **Academic Journal of Social Sciences (AJSS)**, 5(3), 2021. 344-365.
102. K.H., Kim, E., Ko, S.J., Kim, & Q., Jiang. *Digital service innovation, customer engagement, and customer equity in AR marketing*. **Journal of Global Scholars of Marketing Science**, 31(3), 2021. 453-466.
103. S., Mirza, S., Younus Sherazi, & A., Zeeshan. *Does better brand management influences consumer purchase decisions? COVID-19 challenges from Pakistan banking sector*. **Academic Journal of Social Sciences (AJSS)**, 5(3), 2021, 344-365.
104. E., Hesari, E., Shadiardehaei, & B., Shahrabi. *The effect of corporate social responsibility on brand performance with the mediating Role of corporate reputation, resource commitment and green creativity*. **Tehničkiglasnik**, 15(1), 2021. 84-91.

105. R.I., Buwono, G., Filemon, T., Wisudawati, & W.A., Saputro, *The effect of customer satisfaction and brand equity on the interest in repurchasing sugar*. **Airlangga Journal of Innovation Management**, 2(1), 2021, 29.
106. M.H., Ho, & H.F., Chung. *Customer engagement, customer equity and repurchase intention in mobile apps*. **Journal of Business Research**, 121, 2020, 13-21.
107. S., Mahesh, P., Srivastava, & I., Karthik NS. "Response strategy to environment context factors using a lean and agile approach: Implications for firm performance." **European Management Journal**, 38, no. 6, 2020: 900-913.
108. A., Burcu, Y., Jiang, M., Keehner, T., Gong, I.R., Katz, & Y., Fred. "The effect of drag-and-drop item features on test-taker performance and response strategies." *Educational Measurement: Issues and Practice*, 39, no. 2, 2020: 96-106.
109. A., Fayiz, M., Denai, & Y., Sun. "Demand response strategy based on reinforcement learning and fuzzy reasoning for home energy management." *IEEE access*, 8, 2020: 39310-39321.
110. K., Azam, M., Nazari, J., van der Rest, & S., Abolghasem Mira. "Customer engagement in sales promotion." *Marketing Intelligence & Planning* 39, no. 3, 2021: 424-437.
111. K., Yuan, H., Kim, S., Moon Wang, & X., Yu. *The effect of third party organization endorsement on brand performance*. *Global Fashion Management Conference, 2019*, 738-738.
112. K.H., Kim, E., Ko, S.J., Kim, & Q., Jiang. *Digital service innovation, customer engagement, and customer equity in AR marketing*. **Journal of Global Scholars of Marketing Science**, 31(3), 2020, 453-466.
113. S., Awwad, M.N., Akroush, M.I., Zuriekat, & Y.Y., Al Masoudi. *The impact of social capital, managerial human capital and managerial knowledge structure on firm performance*. **International Journal of Strategic Decision Sciences**, 10(3), 2019, 95-113.
114. S.W., Davis, C., Horváth, A., Gretry, & N., Belei. *Say what? How the interplay of tweet readability and brand hedonism affects consumer engagement*. **Journal of Business Research**, 40 (9), 2019, 1626-1647.
115. S.L., Martina, R.G., Javalgib, & L., Ciravegnac. *Marketing capabilities and international new venture performance: The mediation role of marketing communication and the moderation effect of technological turbulence*. **Journal of Business Research**, 107(1), 2020. 25–37.
116. *Friesland Campina Annual report*, <http://www.frieslandcampinanigeria.com>. 2017.

117. M., Garcia-Martinez, F., Zouaghi, T., Garcia-Marco, & C., Robinson. *What drives business failure? Exploring the role of internal and external knowledge capabilities during the global financial crisis.* **Journal of Business Research**, 98(8), 2019, 441-449.
118. O., Abiodun Babatunde. *"Adaptive Capability, Social Media Agility, Ambidextrous Marketing Capability, and Business Survival: A Mediation Analysis."* *Marketing and Branding Research* 8, no. 1, 2021: 31-47.
119. O., Abiodun Babatunde, E., Adenekan Tolulope, O., Ojo Elizabeth, & A., Owolabi Olubukola. *"Firm Specific Capability Organisational Structure and New Product Performance of Fast Moving Consumer Goods Manufacturers in Emerging Economy."* *Sustainable Business and Society in Emerging Economies*, 3, no. 1, 2021: 1-11.
120. W.G., Cochran. *Sampling techniques. 2nd edition.* New York: John Wiley and Sons, Inc, 1963.
121. M., Itai & A.B., Onamusi. *"Customer relationship management and customer loyalty: An empirical study of selected Deposit Money Banks in Lagos State, Nigeria."* **IAR Journal of Business Management**, 1, no. 4, 2020.
122. O., Abiodun Babatunde. *"Entry mode strategy, customer engagement, and firm performance."* **Journal of Business and Social Review in Emerging Economies**, 6, no. 1 2020: 99-112.

Do Not Copy, Lead City

Chapter Three

Methodology

The research approaches, research questions, and testing procedures were all identified in this chapter in relation to the study's stated objectives, research questions, and testing procedures. The procedures followed a synthesis framework that took into account the research design for this study, the study population, the calculation of the sample size, the sampling technique used, the methods for collecting data, the research instrument, and the validity and reliability of the research instrument. For each tested hypothesis, the pilot study, administration and retrieval of the research instrument, and data analysis method are also given.

3.1 Research Design

In order to investigate the impact of customer engagement on the customer performance of baby-care products in Ibadan, Oyo State, Nigeria, this study employed a cross-sectional survey methodology. The design made it possible to gather data from significant population samples. This method has the benefit of taking less time and costing less money than a longitudinal survey¹. Surveys, however, do not actually measure the population; they merely provide estimates of its size². The cross-sectional survey research methodologies utilized in this study are also based on earlier, related studies³.

3.2 Population of the Study

The population of the study comprises of nursing mothers who patronise baby-care products in Ibadan. The kind of population according to extant literature is infinite or unknown

because there is no definitive register for them¹. The choice of this population was premised on problem identified which bothers on customer related issues on baby-care products on offer to nursing mothers. Hence, to avoid response bias when feedbacks were collected from the manufacturers of baby-care products it becomes imperative to consider customers who patronises cosmetic products. The choice of Ibadan as the geographical setting for this study was because it possesses attribute of a cosmopolitan city where a reasonable number of nursing mothers can be found.

3.3 Sample and Sampling Techniques

The sample size drawn from the infinite population is computed using the formula recommended by Cochran for sample size determination for infinite/unknown population.

The formula is stated as:

$$n_0 = \frac{z^2 \times p(1 - p)}{e^2}$$

Where,

- n_0 - Sample size, which was estimated
- z^2 - Selected critical value of desired level of confidence or risk
- p - Estimated proportion of an attribute that is present in the population or maximum variability of the population
- e - Desired level of precision or margin of error

The following values was used for estimating the sample size-

- n_0 - ?
- z^2 - 95% confidence level (The value of $(1 - \alpha)$ in Standard Normal Distribution z-table, which is 1.96 for 95%)
- p - 50% variability of the population (which is maximum)
- e - 5% margin of error

Put the value in given formula- $n_0 = \frac{(1.96)^2 \times 0.5(1-0.5)}{(0.05)^2} = 384.16$

As a result, the sample size for nursing mothers was 384. To increase the response rate, 30% of the sample size, or 115 nursing mothers, was added to the estimated sample. This method has been used by researchers to improve their response rate⁵. As a result, 499 of Ibadan Oyo State's nursing homes are open for sampling. Hence, 499 copies of the survey was distributed to the participants.

The purposive sampling was employed to select the nursing mothers. The technique allows researchers to use relevant criteria when selecting respondents to participate in the study. As a non-probability technique, purposive is appropriate only when few numbers of respondents are considered relevant for the study and its adoption for this study is consistent with extant literature^{6,7,8,9,10}. The nursing mothers represent a homogenous group; hence, every accessible nursing mother in Ibadan who patronise baby-care products under investigation was considered for this study. Despite the less systematic way of data gathering, scholars stressed that the purposive sampling saves time, cost, and it does not in any way compromise the intended quality of work under investigation¹¹. The criteria for selecting a 'nursing mother' in this study, includes a mother who has a baby under three years of age but not less than 6 months old..

3.4 Description of Research Instrument

This study's instrument was a structured questionnaire. Questionnaires are useful because they allow for the collection of data on current concerns from large groups of individuals in a short amount of time. Additionally, they allow for the quantitative analysis of this data. Based on past research, the items in the questionnaire were adapted and self-developed. The adapted questionnaire is a standardised scale that has been used by authors on the subject matter of this research in other countries, sectors, and in different industries.

In line with extant literature, the response options provided in this study's questionnaire follow the 6-point Likert-type scale, consistent with a study¹². This scale been an ordinal interval scale numbered from 6 to 1. The response options in the questionnaire covered, Very High Extent (VHE) = 6, High Extent (HE) = 5, Moderately High Extent (MHE) = 4, Moderately Low Extent (MLE) = 3, Low Extent (LE) = 2, Very Low Extent (VLE) = 1. and 6 = Very frequently; 5 = Frequently; 4 = Occasionally; 3 = Rarely; 2= Very Rarely; 1 = Never.

The questionnaire has 4 sections: Section A covered the demographic variables with two (3) items, section B covered customer equity with eighteen (18) items, section C covered brand awareness with nineteen (8) items. Section D covered organisation performance with twenty-six (19) items.

3.5 Validity of Research Instrument

A pilot study was undertaken on nursing moms in Ife, Osun State, because they have similar characteristics with the investigated nursing mothers and baby-care goods. The study utilized a sample size of forty-nine (49), representing 10 percent of the total sample size.

Therefore, forty-nine (49) questionnaires were distributed. Purposive sampling was employed to recruit participants from the city of Ife in the state of Osun. Following the retrieval and sorting of the questionnaire, thirty-one (38) copies were considered usable due to their completeness.

The following difficulties surfaced throughout and at the completion of the pilot study: The respondents did not object about the length of each question, but they suggested that the questionnaire be written in easy English to facilitate acceptable responses. Pilot study results indicate that the instrument is valid and reliable for the intended investigation. Validity and reliability of the instrument are confirmed by the Average variable explained (AVE), Composite reliability (CR), and Cronbach's Alpha (CA) coefficients.

Criterion, content, and concept validity were used to validate the study tools. For criteria and content validity, the supervisor and practitioners who participated in the pilot project validated the instruments. The contributions were utilized to adapt the questionnaire for the primary study, taking into account how each variable was measured in the existing literature. The pilot study allowed for a preliminary assessment of the construct validity of the instruments.

The researcher did confirmatory factor analysis (CFA) to determine the instrument's overall suitability and validity. Factor loadings were extracted from the rotated component matrix using the Varimax Extraction Method to obtain the Average Variance Extracted (AVE). Therefore, AVE values greater than 0.5 offered additional evidence of convergent validity, and discriminate validity values for all constructs below 1.00 on the Heterotrait-Monotrait (HTMT) criterion gave additional evidence of construct validity for each measured variable.

Both the AVE and discriminant validity ratings indicated construct validity for all variables under consideration. The construct validity of these questionnaire items was summarized in Tables in this study.

Table 3.1: Summary of Pilot Test Incorporating Construct Validity Test.

Variable	AVE	Remark
Social media engagement	0.591	Reliable
Physical engagement	0.554	Reliable
Customer equity	0.579	Reliable
Customer Satisfaction	0.729	Reliable
Customer Trust	0.574	Reliable
Customer commitment	0.568	Remark

Source: Field Survey Results (2022)

Table 3.1 shows that the AVE values for all the constructs are above the threshold of 0.5 to suggest that the convergent validity has been established for all the reflective constructs in this study. In addition, the HTMT criterion was used to assess the discriminant validity for all the reflective construct. According to ¹³, an acceptable approach to establish discriminant validity is through HTMT criterion which measured the average correlations of the indicators across constructs. ¹³ posited that where the HTMT values for all the reflective construct is below 0.90, then discriminant validity has been established between the reflective constructs. Table 3.2 presented the HTMT criterion for this study which was computed using SmartPLS statistical version 3.3.3 platform.

Table 3.2: Discriminant Validity using Heterotrait-Monotrait Ratio (HTMT)

Construct	SME	PE	CE	CS	CT	CC
Social media engagement						
Physical engagement	0.89					
Customer equity	0.76	0.46				
Customer Satisfaction	0.48	0.68	0.98			
Customer Trust	0.60	0.80	0.57	0.82		
Customer commitment	0.79	0.67	0.57	0.65	0.54	

Source: Computed from Pilot study, (2022)

In accordance with the extant literature criteria for demonstrating discriminant validity, all of the constructs in table 3.2 had HTMT values less than 1.00, indicating that discriminant validity has been demonstrated for all of the reflective constructs in this study¹³. Both convergent validity (as measured by AVE) and discriminant validity (as measured by the HTMT criterion) have been highlighted by scholars as crucial metrics of construct validity^{1,14}.

Table 3.3: Validity Statistics Process

Variable	KMO	Bart.	Sig	Remark
Social media engagement	0.699	219.261	(0.000)	Accepted
Physical engagement	0.705	326.829	(0.000)	Accepted
Customer equity	0.664	305.964	(0.000)	Accepted
Customer Satisfaction	0.677	327.706	(0.000)	Accepted
Customer Trust	0.934	622.968	(0.000)	Accepted
Customer commitment	0.662	335.996	(0.000)	Accepted

Source: Computed from Pilot study through SPSS V25 (2022)

In order to further the process of validating the research instrument, factor analysis with principal component analysis and the Kaiser-Meyer-Olkin (KMO) Test were used to evaluate the data's applicability to the study and the sampling adequacy for each variable and the entire model. KMO must be greater than 5 for the variable to be approved. Moreover, the Bartlett test of Sphericity assesses the strength of the link between variables. Therefore, Bartlett examined the null hypothesis, which suggested that the elements in the original correlational matrix have no link, indicating that the variables are unrelated and therefore unsuitable for the study. In table 3.8, the KMO and Bartlett test results and accompanying probability values were below the 0.05 threshold, indicating that the conducted factor analysis is appropriate.

3.6 Reliability of Research Instrument

The researcher assessed the reliability of the questionnaire. Customer equity, brand awareness, and organizational performance measurements were evaluated for internal consistency and composite reliability. Internal consistency was utilized to establish the

reliability of a measure by analyzing the within-scale consistency of the responses to the measure's items. Cronbach's alpha coefficient is often used to evaluate the internal consistency of multiple-item measuring instruments (such as the one utilized in this study). A questionnaire is deemed credible when its Cronbach's alpha coefficient is more than 0.70 but less than 1¹⁵. The composite reliability is utilized to revalidate the instrument's reliability. Table 3.4 illustrates the dependability statistics for all variables included in this investigation.

Table 3.4: Reliability Statistic

S/N	Variables	Composite Reliability	Cronbach's alpha coefficient
1.	Social media engagement	0.917	0.768
2.	Physical engagement	0.721	0.703
3.	Customer equity	0.692	0.608
4.	Customer Satisfaction	0.735	0.605
5.	Customer Trust	0.728	0.698
6.	Customer commitment	0.791	0.786

Source: Computed from pilot study (2022)

3.7 Administration of Research Instrument and Method of Data Collection

The primary data was collected using a structured questionnaire in line with existing studies. Moreover, this instrument works well with a cross-section design mainly because it aids the collection of data regarding opinion and perception of respondents at a point in time on current issues.

The peculiarity of the nursing mother is that there is no one particular place to find them. Hence, the researcher visited Religious houses, Hospitals, and Pre-school (including Crèche) as the major avenues to meet with the nursing mothers to administer the questionnaire (See Appendix VI for the visited avenues). Other avenues exploited to reach the nursing mothers include families, friends, work colleagues, and neighbours who are certified as nursing mothers. After seeking permission, each accessible nursing mother was informed about the objective of the study, and the questionnaire administration followed this. For the religious homes, the researcher targeted 'worship days' to have access to nursing mothers.

Also, the researcher targeted immunization days in the nursing home including community health centers. As it was done during the pilot study for the schools, the researcher met with the head of school, who then provided access to the nursing mothers. Considering the number of respondents and the time frame allowable for this study, the researcher alone cannot administer the questionnaire to all the companies, and the nursing mothers in this study. Hence, four Research assistants were employed to facilitate the administration, retrieval, and in the initial sorting of the copies of the questionnaire.

The questionnaire was administered to 460 nursing mothers in Ibadan metropolis who uses baby-care products. Given the numbers of respondents to be considered in this study, the copies of the questionnaire were distributed both in person and by trained research assistants, with specific instructions on the administration process, which involved administering copies of questionnaire to the respondents and retrieval of the copies of the questionnaire from the respondents. The number of respondents and the time frame allowable for this study necessitated the employment of research assistants. Four research assistants were trained in the following skills: Communication, paying attention to details, mainly to ensure

that respondents do not innocently leave items unfilled, and social skills to enhance the response rate.

3.8 Method of Data Analysis

The data collected from nursing mothers under investigation was analyzed using descriptive and inferential statistics. To analyze the variables in the questionnaire and respond to the study question, descriptive statistics was used. The hypotheses proposed for this study was tested and supported using inferential statistics. Multiple regression analysis was used to test hypotheses 1-3 because it deals with the relative effects of numerous independent factors on one dependent variable. Hypothesis four, on the other hand, was investigated using hierarchical regression to see whether customer equity has a moderating influence on the link between customer engagement and performance of baby-care product. The result of the hypotheses was significant at the probability value of less than 0.05. This descriptive and inferential statistics was carried out through the use of Statistical Package for Service Solutions (SPSS) version 25.

Endnotes

1. O., Abiodun Babatunde. *"Adaptive Capability, Social Media Agility, Ambidextrous Marketing Capability, and Business Survival: A Mediation Analysis."* Marketing and Branding Research 8, no. 1, 2021: 31-47.
2. O., Abiodun Babatunde, E., Adenekan Tolulope, O., Ojo Elizabeth, & A., Owolabi Olubukola. *"Firm Specific Capability Organisational Structure and New Product Performance of Fast Moving Consumer Goods Manufacturers in Emerging Economy."* Sustainable Business and Society in Emerging Economies, 3, no. 1, 2021: 1-11.
3. W.G., Cochran. *Sampling techniques. 2nd edition.* New York: John Wiley and Sons, Inc, 1963.
4. H., Suhaizal, A., Masek, N., Saadah Abdullah, A., Nazura Paimin, & W., Hanim Nadrah Wan Muda. *"Students' intention to share information via social media: A case study of COVID-19 pandemic."* **Indonesian Journal of Science and Technology**, 2020: 236-245.
5. P., Abdul Hameed, S., Kanwal, & A., Pitafi. *"Effect of enterprise social media and psychological safety on employee's agility: Mediating role of communication quality."* **International Journal of Agile Systems and Management**, 12, no. 1, 2019: 1-26.
6. R., Zohaib, A., Razzaq, S., Yousaf, U., Akram, & Z., Hong. *"The impact of customer equity drivers on loyalty intentions among Chinese banking customers: The moderating role of emotions."* **Asia Pacific Journal of Marketing and Logistics**, 2019.
7. V., Sanaz, A., Sepehrmanesh, E., Zaeri, & L., Altinay. *"Environmental CSR, Customer Equity Drivers, and Travelers' Critical Outcomes: A Stimulus–Organism–Response Framework."* **Journal of Hospitality & Tourism Research**, 2023: 10963480231156836.
8. F., Nadia, A., Mohsein Abdul Mohsin, & S., Kamalul Ariffin. *"Examining the relationship between customer experience and customer equity in South Asia's health sector."* **Journal of Entrepreneurship, Business and Economics**, 9, no. 1, 2021: 275-301.
9. T., Maharani, & F., Khoirul. *"The effect of human capital, structural capital, customer capital, managerial ownership, and leverage toward profitability of company."* **Journal of Advanced Multidisciplinary Research**, 1, no. 1, 2020: 46-62.
10. S., HaeJin, F., Linlin, & T., Ho Song. *"Differential impact of customer equity drivers on satisfaction: the case of china's telecommunications industry."* **Asia Marketing Journal**, 24, no. 4, 2023: 178-189.

11. B., Hillol, A., Massey, & S., Seol. *"Social media in the workplace: Influence on employee agility and innovative behavior."* In Proceedings of the 52nd Hawaii International Conference on System Sciences, 2019.
12. K., Agnieszka. *"The role of human resource flexibility and agility in achieving sustainable competitiveness."* **International Journal of Sustainable Economy**, 11, no. 4, 2019: 324-346.
13. E., Johansson, C., Raddats, & L., Witell. *The role of customer knowledge development for incremental and radical service innovation in servitized manufacturers.* **Journal of Business Research**, 98(4), 2019, 328-338.
14. J., Bowden. *Customer engagement: A framework for assessing customer-brand relationships: The case of the restaurant industry.* **Journal of Hospitality Marketing & Management**, 18(6), 2019. 574-596.

Do Not Copy, Lead City University

Chapter Four

Results and Discussion of Findings

The chapter provides empirical information concerning the result of the data analysis with respect to data description, interpretation of the result of the hypotheses tested and the discussion of the study's implications within extant literature. The purpose of this research is to analyze the effect of customer engagement on customer performance of baby-care products in Ibadan Oyo State, Nigeria. This research was carried out via questionnaire in order to acquire the necessary information for this purpose. The study adopted the SPSS version 25 for the descriptive statistics and for the inferential statistics to analyze the data.

4.1 Demographic Data Analysis

A total of four hundred and ninety-nine (499) copies of questionnaire were administered, and four hundred and sixty-seven (467) copies were returned. After sorting the questionnaires only four hundred and forty-eight (448) copies were certified as duly filled and considered usable. The useable questionnaire represented 89.7% response rate. The high response rate was recorded as the researcher administered the instruments with the help of research assistants who put concerted efforts to regularly visit the respondents to request them to fill the instrument. The response results are presented in Table 4.1.

Table 4.1: Response Rate

Responses	Frequency	Percent
Completed usable copies of questionnaire	448	89.7%
Unusable, unreturned and disqualified questionnaires	51	10.3%
Total	499	100%

Source: Field Survey Results (2022)

4.1.1 Demographic Data of Respondents

This presents the demographic information of the respondents of this study

Table 4.2 Demographic Characteristic of Respondents

Variables	Category	Frequency	Percentage
Age	21-30 years	232	51.8%
	31-40 years	200	44.6%
	41-50 years	16	3.6%
Qualification	ND/NCE	136	30.4%
	BSc/BA/HND	272	60.7%
	PGD/MBA/MSc/MA	40	8.9%
Time of Using Baby Care Product	Below 3 years	296	66.1%
	4-6 years	152	33.9%
Baby Care Product Brand	Pampers	72	16.1%
	Molfix	184	41.1%
	Huggies	128	28.6%
	Dr Brown	8	1.8%
	Cuddles Baby	8	1.8%
	New Molfix	48	10.7%

Source: Field Survey Results (2023)

This section consists of background and respondents' information that describes basic characteristics such as age of the respondents, marital status, qualification, time baby care product is used and baby care product brand. To this effect, the results are presented in Table 4.2.

Table 4.2 presents the demographic and personal profile of respondents used for this study. Demographic and personal profile of respondents as shown in table 4.2. Profile of age indicated that 232 respondents representing 51.8% were between 21-30 years, 200 respondents representing 44.6% were between 31-40 years, 16 respondent representing 3.6% were between 41-50 years, indicating that most of the respondents were between 31-40 years. Furthermore, 136 respondents representing 30.4% had ND/NCE, 272 respondents representing 60.7% had BSc/BA/HND, 40 respondents representing 8.9% had PGD/MBA/MSc/MA. In addition, 296 respondents representing 66.1% used the baby care product below 3 years, and 152 respondents representing 33.9% used between 4-6 years. 72 respondents representing 16.1% used Pampers diapers, 184 respondents representing 41.1% used Molfix, 128 respondents representing 28.6% used Huggies, 8 respondents representing 1.8% used Dr Brown, 8 respondent representing 1.8% used Cuddles Baby, 48 respondents representing 10.7% used Molfix.

Table 4.3: Descriptive Analysis of the response Customer Engagement

Physical Engagement	SA	A	PA	PD	D	SD	Mean
Organize awareness about products during antenatal	(46.4%)	(44.6%)	(3.6%)	-	(5.4%)	-	5.27
Organize awareness about products during baby immunization	(41.1%)	(42.9%)	(3.6%)	(5.4%)	(7.1%)	-	5.05
Attend to nursing mother-baby's need in new product	(37.5%)	(30.4%)	(12.5%)	(10.7%)	(5.4%)	(3.6%)	4.73
Interact with nursing mothers at the hospital on product information	(41.1%)	(41.1%)	(10.7%)	(1.8%)	(5.4%)	-	5.11
Conduct survey at the maternity hospital to enhance baby-care products	(17.9%)	(51.8%)	(17.9%)	(7.1%)	(5.4%)	-	4.70
Present at the maternity homes to educate nursing mothers on the need to stay hygienic	(33.9%)	(44.6%)	(8.9%)	(7.1%)	(5.4%)	-	4.95
Weighted Mean							4.97
Social Media Engagement	SA	A	PA	PD	D	SD	Mean
Use social media to increase avenues to connect with nursing mothers	(60.7%)	(23.2%)	(12.5%)	-	(1.8%)	(1.8%)	5.36
Engage social media influencers to promote baby care products	(58.9%)	(16.1%)	(14.3%)	(7.1%)	(1.8%)	(1.8%)	5.18

Sponsor online baby contest to promote its brand identity	(53.6%)	21.4%	19.6%	(1.8%)	(1.8%)	(1.8%)	5.18
Quick to respond to nursing mothers' issues via social media platform	(25.0%)	(41.1%)	(25.0%)	(7.1%)	(1.8%)	-	4.80
Promote campaign about living healthy for nursing mothers	(37.5%)	(42.9%)	(14.3%)	(5.4%)	-	-	5.13
Conduct online survey to enhance baby-care products	(26.8%)	(33.9%)	(30.4%)	(5.4%)	(1.8%)	(1.8%)	4.73
Weighted Mean							5.06

Source: Field Survey Results (2023)

According to results in Table 4.3., 46.4% of respondents strongly agree that they organize awareness about products during antenatal, 44.6% agree, 3.6%, and 5.4% disagree. On average, the respondents indicated that they organize awareness about products during antenatal has a mean of 5.27. Results also indicated that 41.1% of respondents strongly agree that they organize awareness about products during baby immunization, 42.9% agree, 3.6% partially agree, 5.4% partially disagree, and 7.1% disagree. On average, the respondents indicated that they organize awareness about products during baby immunization has a mean of 5.05. Results also indicated that 37.5% of the respondents strongly agree that they attend to nursing mother-baby's need in new product, 30.4% agree, 12.5% partially agree, 10.7% partially disagree, 5.4% disagree, and 3.6% strongly disagree. On average, the respondents indicated that they attend to nursing mother-baby's need in new product has a mean of 4.73.

Results also indicated that 41.1% of the respondents strongly agree that they interact with nursing mothers at the hospital on product information, 41.1% agree, 10.7% partially agree, 1.8% partially disagree, and 5.4% disagree. On average, the respondents indicated that they interact with nursing mothers at the hospital on product information has a mean of 5.11. Results also indicated that 17.9% of the respondents strongly agree that they conduct survey at the maternity hospital to enhance baby-care products, 51.8% agree, 17.9% partially agree, 7.1% partially disagree, and 5.4% disagree. On average, the respondents indicated that they conduct survey at the maternity hospital to enhance baby-care products has a mean of 4.70. Results also indicated that 33.9% of the respondents strongly agree that they are present at the maternity homes to educate nursing mothers on the need to stay hygienic, 44.6% agree, 8.9% partially agree, 7.1% partially disagree, and 5.4% disagree. On average, the respondents indicated that they are present at the maternity homes to educate nursing mothers on the need to stay hygienic has a mean of 4.95.

According to results in Table 4.3. 60.7% of respondents strongly agree that they use social media to increase avenues to connect with nursing mothers, 23.2% agree, 12.5% partially agree, 1.8% disagree, and 1.8% strongly disagree. On average, the respondents indicated that they use social media to increase avenues to connect with nursing mothers has a mean of 5.36. Results also indicated that 58.9% of respondents strongly agree that they engage social media influencers to promote baby care products, 16.1% agree, 14.3% partially agree, 7.1% partially disagree, 1.8% disagree, and 1.8% strongly disagree. On average, the respondents indicated that they engage social media influencers to promote baby care products has a mean of 5.18. Results also indicated that 53.6% of the

respondents strongly agree that they sponsor online baby contest to promote it brand identity, 21.4% agree, 19.6% partially agree, 1.8% partially disagree, 1.8% disagree, and 1.8% strongly disagree. On average, the respondents indicated that they sponsor online baby contest to promote it brand identity has a mean of 5.18.

Results also indicated that 25.0% of the respondents strongly agree that they are quick to respond to nursing mothers' issues via social media platform, 41.1% agree, 25.0% partially agree, 7.1% partially disagree, and 1.8% disagree. On average, the respondents indicated that they are quick to respond to nursing mothers' issues via social media platform has a mean of 4.80. Results also indicated that 37.5% of the respondents strongly agree that they promote campaign about living healthy for nursing mothers, 42.9% agree, 14.3% partially agree, and 5.4% partially disagree. On average, the respondents indicated that they promote campaign about living healthy for nursing mothers has a mean of 5.13. Results also indicated that 26.8% of the respondents strongly agree that they conduct online survey to enhance baby-care products, 33.9% agree, 30.4% partially agree, 5.4% partially disagree, 1.8% disagree, and 1.8% strongly disagree. On average, the respondents indicated that they conduct online survey to enhance baby-care products has a mean of 4.73.

Table 4.4: Descriptive Analysis of the response Customer Satisfaction

Customer Satisfaction	SA	A	PA	PD	D	SD	MEAN
Value for money	(30.4%)	(57.1%)	(12.5%)	-	-	-	5.18
Usage experience	(48.2%)	(41.1%)	(10.7%)	-	-	-	5.38
Recommend product	(39.3%)	(50.0%)	(7.1%)	(1.8%)	(1.8%)	-	5.23
Make repeated purchase	(21.4%)	(69.6%)	(7.1%)		1 (1.8%)	-	5.09
Identify as a loyal customer	(21.4%)	(48.2%)	(23.2%)	(5.4%)	-	1 (1.8%)	4.80
Weighted Mean							5.14

Source: Field Survey Results (2023)

According to results in Table 4.4. 30.4% of respondents strongly agree that there is value for money, 57.1% agree, and 12.5% partially agree. On average, the respondents indicated that there is value for money has a mean of 5.18. Results also indicated that 48.2% of respondents strongly agree that there is usage experience, 41.1% agree, and 10.7% partially agree. On average, the respondents indicated that there is usage experience has a mean of 5.38. Results also indicated that 39.3% of the respondents strongly agree that they recommend product, 50.0% agree, 7.1% partially agree, 1.8% partially disagree, and 1.8% disagree. On average, the respondents indicated that they recommend product has a mean of 5.23. Results also indicated that 21.4% of the respondents strongly agree that they make repeated purchase, 69.6% agree, 7.1% partially agree, and 1.8% disagree. On average, the respondents indicated that they make repeated purchase has a mean of 5.09. Results also indicated that 21.4% of the respondents strongly agree that they are identified as a loyal customer, 48.2% agree, 23.2% partially

agree, 5.4% partially disagree, and 1.8% strongly disagree. On average, the respondents indicated that they are identified as loyal customer has a mean of 4.80.

Table 4.5: Descriptive Analysis of the response Customer Trust

Customer Trust	SA	A	PA	PD	D	SD	MEAN
Engage in advertisement to educate mother about product's safety	(44.6%)	(46.4%)	(7.1%)	(1.8%)	-	-	5.34
I am confident the product is safe for my baby	(64.3%)	(28.6%)	(5.4%)	-	-	(1.8%)	5.52
I am confident that the information on the product packaging is true about the product quality	(46.4%)	(35.7%)	(10.7%)	(3.6%)	(1.8%)	(1.8%)	5.16
I feel safe sharing this product with other nursing products	(46.4%)	(44.6%)	(7.1%)	(1.8%)	-	-	5.36
The product is certified by NAFDAC for baby consumption	(57.1%)	(35.7%)	(1.8%)	(1.8%)	(3.6%)	-	5.41
The product has SON approval for its sales in Nigeria	(50.0%)	(37.5%)	(8.9%)	(1.8%)	(1.8%)	-	5.32
The baby care brand offers highly innovative products	(28.6%)	(55.4%)	(16.1%)	-	-	-	5.13
Weighted Mean							5.32

Source: Field Survey Results (2023)

According to results in Table 4.5. 44.6% of respondents strongly agree that they engage in advertisement to educate mother about product's safety, 46.4% agree, 7.1% partially agree, and 1.8% partially disagree. On average, the respondents indicated that they engage in advertisement to educate mother about product's safety has a mean of 5.34.

Results also indicated that 64.3% of respondents strongly agree that they are confident the product is safe for their baby, 28.6% agree, 5.4% partially agree, and 1.8% strongly disagree. On average, the respondents indicated that they are confident the product is safe for their baby has a mean of 5.52.

Results also indicated that 46.4% of the respondents strongly agree that they are confident that the information on the product packaging is true about the product quality, 35.7% agree, 10.7% partially agree, 3.6% partially disagree, 1.8% disagree, and 1.8% strongly disagree. On average, the respondents indicated that they are confident that the information on the product packaging is true about the product quality has a mean of 5.16.

Results also indicated that 46.4% of the respondents strongly agree that they feel safe sharing this product with other nursing products, 44.6% agree, 7.1% partially agree, and 1.8% partially disagree. On average, the respondents indicated that they feel safe sharing this product with other nursing products has a mean of 5.36.

Results also indicated that 57.1% of the respondents strongly agree that the product is certified by NAFDAC for baby consumption, 35.7% agree, 1.8% partially agree, 1.8% partially disagree, and 3.6% disagree. On average, the respondents indicated that the product is certified by NAFDAC for baby consumption has a mean of 5.41. Results also indicated that 50.0% of the respondents strongly agree that the product has SON approval for its sales in Nigeria, 37.5% agree, 8.9% partially agree, 1.8% partially disagree, and 1.8% disagree. On average, the respondents indicated that the product has SON approval for its sales in Nigeria has a mean of 5.32. Results also indicated that 28.6% of the respondents strongly agree that the baby care brand offers highly innovative products,

55.4% agree, and 16.1% partially agree. On average, the respondents indicated that the baby care brand offers highly innovative products has a mean of 5.13.

Table 4.6: Descriptive Analysis of the response Customer Commitment

Customer Commitment	SA	A	PA	PD	D	SD	MEAN
Identify as a loyal customer	(26.8%)	(48.2%)	(25.0%)	-	-	-	5.02
I identify myself as a brand ambassador for this organization	(30.4%)	(19.6%)	33.9%)	(12.5%)	(3.6%)	-	4.61
I recommend their products to friends	(35.7%)	(58.9%)	(5.4%)	-	-	-	5.30
I have developed emotional attachment to this company's product	(19.6%)	(28.6%)	(19.6%)	(25.0%)	(3.6%)	(3.6%)	4.25
I only buy this company's product for my baby	(25.0%)	(35.7%)	(21.4%)	(12.5%)	(5.4%)	-	4.63
I always look forward to new baby-care products from the company	25.0%)	(23.2%)	(37.5%)	(12.5%)	(1.8%)	-	4.57
Weighted Mean							4.73

Source: Field Survey Results (2023)

According to results in Table 4.6. 26.8% of respondents strongly agree that they are identified as a loyal customer, 48.2% agree, and 25.0% partially agree. On average, the respondents indicated that they are identified as a loyal customer has a mean of 5.02.

Results also indicated that 30.4% of respondents strongly agree that they identify themselves as a brand ambassador for the organization, 19.6% agree, 33.9% partially agree, 12.5% partially disagree, and 3.6% disagree. On average, the respondents indicated that they identify themselves as a brand ambassador for the organization has a

mean of 4.61. Results also indicated that 35.7% of the respondents strongly agree that they recommend the products to their friends, 58.9% agree, and 5.4% partially agree. On average, the respondents indicated that they recommend the products to their friends has a mean of 5.30.

Results also indicated that 19.6% of the respondents strongly agree that they have developed emotional attachment to the company's product, 28.6% agree, 19.6% partially agree, 25.0% partially disagree, 3.6% disagree, and 3.6% strongly disagree. On average, the respondents indicated that they have developed emotional attachment to the company's product has a mean of 4.25. Results also indicated that 25.0% of the respondents strongly agree that they only buy the company's product for their baby, 35.7% agree, 21.4% partially agree, 12.5% partially disagree, and 5.4% disagree. On average, the respondents indicated that they only buy the company's product for their baby has a mean of 4.63. Results also indicated that 25.0% of the respondents strongly agree that they always look forward to new baby-care products from the company, 23.2% agree, 37.5% partially agree, 12.5% partially disagree, and 1.8% disagree. On average, the respondents indicated that they always look forward to new baby-care products from the company has a mean of 4.57.

Table 4.7: Descriptive Analysis of the response Customer Equity

Customer Equity	SA	A	PA	PD	D	SD	MEAN
Offer unique value in baby-care product	(32.1%)	(60.7%)	(7.1%)	-	-	-	5.25
Guaranty usage experience	(32.1%)	(64.3%)	(3.6%)	-	-	-	5.29
Provides nursing mothers with useful information	(42.9%)	50.0%)	(7.1%)	-	-	-	5.36
Offer more value than expected	(26.8%)	(44.6%)	(26.8%)	(1.8%)	-	-	4.96
It is an attractive brand	(55.4%)	(28.6%)	(16.1%)	-	-	-	5.39
I can identify with the brand logo/symbol amongst many others	(76.8%)	(8.9%)	(14.3%)	-	-	-	5.63
It is an innovation band	(32.1%)	(46.4%)	(21.4%)	-	-	-	5.11
I am passionate about the product of the company	(21.4%)	(25.0%)	(41.1%)	(12.5%)	-	-	4.55
I like to engage in public discussion on this baby-care product	(17.9%)	(23.2%)	(35.7%)	(21.4%)	(1.8%)	-	4.34
I have the feeling that this brand knows exactly what my baby wants	(35.7%)	(55.4%)	(8.9%)	-	-	-	5.27
Weighted Mean							5.12

Source: Field Survey Results (2023)

According to results in Table 4.5., 32.1% of respondents strongly agree that they offer unique value in baby-care product, 60.7% agree, and 7.1% partially agree. On average, the respondents indicated that they offer unique value in baby-care product has a mean of 5.25. Results also indicated that 32.1% of respondents strongly agree that they guarantee usage experience, 64.3% agree, and 3.7% partially agree. On average, the respondents indicated that they guarantee usage experience has a mean of 5.29. Results also indicated that 42.9% of

the respondents strongly agree that they provide nursing mothers with useful information, 50.0% agree, and 7.1% partially agree. On average, the respondents indicated that they provide nursing mothers with useful information has a mean of 5.36.

Results also indicated that 26.8% of the respondents strongly agree that they offer more value than expected, 44.6% agree, 26.8% partially agree, and 1.8% partially disagree. On average, the respondents indicated that they offer more value than expected has a mean of 4.96.

Results also indicated that 55.4% of the respondents strongly agree that it is an attractive brand, 28.6% agree, and 16.1% partially agree. On average, the respondents indicated that it is an attractive brand has a mean of 5.39. Results also indicated that 76.8% of respondents strongly agree that they can identify with the brand logo/symbol amongst many others, 8.9% agree, and 14.3% partially agree. On average, the respondents indicated that they can identify with the brand logo/symbol amongst many others has a mean of 5.63. Results also indicated that 32.1% of respondents strongly agree that it is an innovation band, 46.4% agree, and 21.4% partially agree. On average, the respondents indicated that it is an innovation band has a mean of 5.11.

Results also indicated that 21.4% of the respondents strongly agree that they are passionate about the product of the company, 25.0% agree, 41.1% partially agree, and 12.5% partially disagree. On average, the respondents indicated that they are passionate about the product of the company has a mean of 4.55. Results also indicated that 17.9% of the respondents strongly agree that they like to engage in public discussion on the baby-care product, 23.2% agree, 35.7% partially agree, 21.4% partially disagree, and 1.8% disagree. On average, the respondents indicated that they like to engage in public discussion on the baby-care product has a mean of 4.34. Results also indicated that 35.7% of the respondents strongly agree that

they have the feeling that the brand knows exactly what their baby wants, 55.4% agree, and 8.9% partially agree. On average, the respondents indicated that they have the feeling that the brand knows exactly what their baby wants has a mean of 5.27.

4.2 Test of Hypotheses

H₀₁: Customer engagement has no significant effect on customer satisfaction of baby-care products in Ibadan Oyo State, Nigeria

The null hypothesis one which states that customer engagement has no significant effect on customer satisfaction of baby-care products in Ibadan Oyo State, Nigeria was tested using multiple regression analysis. In the analysis, the value of customer engagement dimension (physical and social media engagement) was regressed on the values of customer satisfaction. The data for customer engagement (independent variable) was generated by summing responses of all items respectively for physical and social media engagement while that of customer satisfaction (dependent) was generated by adding responses of all items used to measure the variable. The regression test results are presented in Tables 4.8a-c

Table 4.8a-c: Summary of Regression Analysis for the customer engagement on customer satisfaction of baby-care products in Ibadan Oyo State, Nigeria

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.394 ^a	.155	.151	.46914

a. Predictors: (Constant), SMediaEngagement, PEngagement

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	17.966	2	8.983	40.813	.000 ^b
	Residual	97.943	445	.220		
	Total	115.909	447			

a. Dependent Variable: CustomerSatisfaction
b. Predictors: (Constant), SMediaEngagement, PEngagement

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	t	
1	(Constant)	3.771	.153		24.581	.000
	Physical Engagement	.146	.030	.247	4.868	.000
	Social Media Engagement	.126	.031	.205	4.037	.000

a. Dependent Variable: CustomerSatisfaction

Source: Field Survey Results (2023)

Source: Field Survey Results (2023)

Table 8a-c presents the results of the regression analysis for the effect of customer engagement on customer satisfaction of baby-care products in Ibadan Oyo State, Nigeria.

Table 4.8a presents a model summary which establishes how the model equation fits into the data. The R² was used to establish the predictive power of the study's model.

From the results, customer engagement has weak and significant relationship with customer satisfaction of baby-care products in Ibadan Oyo State, Nigeria (R = 0.394). The Adjusted

coefficient of determination (Adj. R^2) of 0.151 shows that customer engagement explained 15.1% of the changes in customer satisfaction while the remaining 84.9% variation in customer satisfaction is explained by other exogenous variable different from those considered in this study. This result suggests that customer engagement influence 15.1% of customer satisfaction of baby-care products in Ibadan Oyo State, Nigeria. It is important to stress that the effect predicted by customer engagement is positive but weak.

Table 4.9b presents the results of ANOVA (overall model significance) of regression test which revealed that the customer engagement has a significant influence on customer satisfaction of baby-care products in Ibadan Oyo State, Nigeria. This can be explained by the F-value (40.813) and $p=0.000$ which is statistically significant at 95% confidence interval. Furthermore, the results of regression coefficients in table 4.9c, revealed that at 95% confidence level, a unit change in physical engagement will lead to a 0.146 increase in customer satisfaction of baby-care products in Ibadan Oyo State, Nigeria, given that all other factors are held constant. More so, the study also revealed that at 95% confidence level, a unit change in social media engagement will lead to a 0.126 increase in customer satisfaction of baby-care products in Ibadan Oyo State, Nigeria, given that all other factors are held constant. By this result, physical engagement has the higher relative effect of the two dimensions of customer engagement examined in this study. On the strength of this result (Adj. $R^2= 0.151$, $F(2,445)= 40.813$, $p= 0.000$), this study reject the null hypothesis one (H_01) which state that customer engagement dimensions has no significant effect on customer satisfaction of baby-care products in Ibadan Oyo State, Nigeria .

H₀₂: Customer engagement has no significant effect on customer trust of baby-care products in Ibadan Oyo State, Nigeria

The null hypothesis one which states that customer engagement has no significant effect on customer trust of baby-care products in Ibadan Oyo State, Nigeria was tested using multiple regression analysis. In the analysis, the value of customer engagement dimension (physical and social media engagement) was regressed on the values of customer trust. The data for customer engagement (independent variable) was generated by summing responses of all items respectively for physical and social media engagement while that of customer trust (dependent) was generated by adding responses of all items used to measure the variable. The regression test results are presented in Tables 4.10a-c

Table 4.9a-c: Summary of Regression Analysis for the customer engagement on Customer Trust of baby-care products in Ibadan Oyo State, Nigeria

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.334 ^a	.111	.107	.48519

a. Predictors: (Constant), SMediaEngagement, PEngagement

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13.118	2	6.559	27.863	.000 ^b
	Residual	104.756	445	.235		
	Total	117.875	447			

a. Dependent Variable: Customer Trust

b. Predictors: (Constant), SMedia Engagement, P Engagement

Model		Coefficients ^a			t	Sig.
		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	4.228	.159		26.645	.000
	Physical Engagement	.173	.031	.290	5.567	.000
	Social Media Engagement	.046	.032	.074	1.415	.158

a. Dependent Variable: Customer Trust

Source: Field Survey Results (2023)

Table 4.9a-c presents the results of the regression analysis for the effect of customer engagement on Customer Trust of baby-care products in Ibadan Oyo State, Nigeria. Table 4.9a presents a model summary which establishes how the model equation fits into the data. The R^2 was used to establish the predictive power of the study's model.

From the results, customer engagement has weak and significant relationship with Customer Trust of baby-care products in Ibadan Oyo State, Nigeria ($R = 0.334$). The Adjusted coefficient of determination (Adj. R^2) of 0.10.7 shows that customer engagement explained 10.7% of the changes in Customer Trust while the remaining 89.3% variation in Customer Trust is explained by other exogenous variable different from those considered in this study. This result suggests that customer engagement influence 10.7% of Customer Trust of baby-care products in Ibadan Oyo State, Nigeria. It is important to stress that the effect predicted by customer engagement is positive but weak.

Table 4.9b presents the results of ANOVA (overall model significance) of regression test which revealed that the customer engagement has a significant influence on Customer Trust of baby-care products in Ibadan Oyo State, Nigeria. This can be explained by the F-value

(27.863) and $p=0.000$ which is statistically significant at 95% confidence interval. Furthermore, the results of regression coefficients in table 4.9c, revealed that at 95% confidence level, a unit change in physical engagement will lead to a 0.173 increase in customer trust of baby-care products in Ibadan Oyo State, Nigeria, given that all other factors are held constant. However, a unit change in social media engagement will lead to a 0.126 increase in Customer Trust of baby-care products in Ibadan Oyo State, Nigeria, given that all other factors are held constant but insignificant. By this result, physical engagement has the only relative effect of the two dimensions of customer engagement examined in this study. On the strength of this result (Adj. $R^2= 0.107$, $F(2,445)= 40.813$, $p= 0.000$), this study reject the null hypothesis two (H_02) which state that customer engagement dimensions has no significant effect on customer trust of baby-care products in Ibadan Oyo State, Nigeria .

H₀₃: The effect of customer engagement on customer commitment to baby-care product in Ibadan Oyo State, Nigeria is not significant

The null hypothesis three which states that customer engagement has no significant effect on customer commitment of baby-care products in Ibadan Oyo State, Nigeria was tested using multiple regression analysis. In the analysis, the value of customer engagement dimension (physical and social media engagement) was regressed on the values of customer commitment. The data for customer engagement (independent variable) was generated by summing responses of all items respectively for physical and social media engagement while that of customer commitment (dependent) was generated by adding responses of all items used to measure the variable. The regression test results are presented in Tables 4.11a-c

Table 4.10a-c: Summary of Regression Analysis for the customer commitment on Customer Trust of baby-care products in Ibadan Oyo State, Nigeria

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.214 ^a	.046	.042	.69884

a. Predictors: (Constant), SMediaEngagement, PEngagement

ANOVA^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.476	2	5.238	10.726	.000 ^b
	Residual	217.329	445	.488		
	Total	227.806	447			

a. Dependent Variable: CustomerCommitment
b. Predictors: (Constant), SMediaEngagement, PEngagement

Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.714	.229		16.250	.000
	PEngagement	.046	.045	.055	1.017	.310
	SMediaEngagemen	.156	.046	.181	3.358	.001

a. Dependent Variable: CustomerCommitment

Source: Field Survey Results (2023)

Table 4.10a-c presents the results of the regression analysis for the effect of customer engagement on customer commitment of baby-care products in Ibadan Oyo State, Nigeria.

Table 4.10a presents a model summary which establishes how the model equation fits into the data. The R² was used to establish the predictive power of the study's model.

From the results, customer engagement has very weak and significant relationship with customer commitment of baby-care products in Ibadan Oyo State, Nigeria ($R = 0.214$). The Adjusted coefficient of determination (Adj. R^2) of 0.042 shows that customer engagement explained 4.2% of the changes in customer commitment while the remaining 95.8% variation in customer commitment is explained by other exogenous variable different from those considered in this study. This result suggests that customer engagement influence 4.2% of customer commitment of baby-care products in Ibadan Oyo State, Nigeria. It is important to stress that the effect predicted by customer engagement is positive but weak.

Table 4.10b presents the results of ANOVA (overall model significance) of regression test which revealed that the customer engagement has a significant influence on customer commitment of baby-care products in Ibadan Oyo State, Nigeria. This can be explained by the F-value (27.863) and $p=0.000$ which is statistically significant at 95% confidence interval. Furthermore, the results of regression coefficients in table 4.10c, revealed that at 95% confidence level, a unit change in social media engagement will lead to a 0.156 increase in customer commitment of baby-care products in Ibadan Oyo State, Nigeria, given that all other factors are held constant. However, a unit change in physical media engagement will lead to a 0.126 increase in customer commitment of baby-care products in Ibadan Oyo State, Nigeria, given that all other factors are held constant but insignificant. By this result, social media engagement has the only relative effect of the two dimensions of customer engagement examined in this study. On the strength of this result (Adj. $R^2 = 0.402$, $F(2,445) = 10.726$, $p = 0.000$), this study reject the null hypothesis three (H_{03}) which state that customer engagement dimensions has no significant effect on customer commitment of baby-care products in Ibadan Oyo State, Nigeria .

H₀₄: The interaction between customer engagement and performance of baby-care products in Ibadan Oyo State is not significantly moderated by customer equity.

To evaluate the null hypothesis four, hierarchical regression was applied whereby the analysis was carried out in the order of hierarchy. A composite score was obtained for customer engagement. Also, data for organisational (customer) performance (Y) was created by adding responses of all items for the variable, while that of customer equity (Z) was obtained from adding responses of all items for the variable. In addition, an interaction term for customer engagement and customer equity was obtained by multiplying the composite score for customer engagement and customer equity.

The hypothesis would be supported if the effect of the interaction of customer engagement and customer equity on performance of baby-care products in Ibadan Oyo State, Nigeria is statistically significant. The results of the analysis step by step are presented in Table 4.11a-c.

Table 4.11a-c: Summary of hierarchical Regression Analysis for the Moderating Effect of Customer equity on the Interaction between Customer engagement and performance of baby-care products in Ibadan Oyo State

Model Summary									
Mode	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.374 ^a	.140	.138	.42103	.140	72.645	1	446	.000
2	.701 ^b	.491	.489	.32431	.351	306.677	1	445	.000
3	.707 ^c	.499	.496	.32197	.008	7.504	1	444	.006

a. Predictors: (Constant), customerEngagement
b. Predictors: (Constant), customerEngagement, CustomerEquity
c. Predictors: (Constant), customerEngagement, CustomerEquity, CEngCquity

ANOVA ^a					
Model	Sum of	Df	Mean Square	F	Sig.

		Squares				
1	Regression	12.878	1	12.878	72.645	.000 ^b
	Residual	79.061	446	.177		
	Total	91.939	447			
2	Regression	45.134	2	22.567	214.555	.000 ^c
	Residual	46.805	445	.105		
	Total	91.939	447			
3	Regression	45.912	3	15.304	147.629	.000 ^d
	Residual	46.027	444	.104		
	Total	91.939	447			

a. Dependent Variable: organisationCustomerPerformance

b. Predictors: (Constant), customerEngagement

c. Predictors: (Constant), customerEngagement, CustomerEquity

d. Predictors: (Constant), customerEngagement, CustomerEquity, CEngCquity

		Coefficients ^a				
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.902	.137		28.388	.000
	customerEngagemen t	.231	.027	.374	8.523	.000
2	(Constant)	1.718	.164		10.506	.000
	Customer Engagement	-.012	.025	-.020	-.491	.623
	CustomerEquity	.666	.038	.712	17.512	.000
3	(Constant)	4.080	.877		4.651	.000
	customerEngagemen t	-.488	.175	-.791	-2.782	.006
	CustomerEquity	.165	.187	.176	.883	.378
	CEngCquity	.100	.037	1.160	2.739	.006

a. Dependent Variable: Customer Performance

Source: Field Survey Results (2023)

Tables 4.11a-c present hierarchical regression results for the moderating effect of customer equity on the relationship between customer engagement and performance of baby-care products in Ibadan Oyo State, Nigeria.

Results in Table 4.11a-c model one, summarize the output for the analysis if moderation effect is not considered. Therefore, in this model, the independent variable was customer engagement and performance is the dependent variable. From table 4.12, Model 1 reveals that $R = 0.374$, $R^2 = 0.140$, and $F(1,446) = 72.645$, $p = 0.000$. The value of coefficient of determination, R^2 indicates that 14% of the variance in the performance of baby-care products in Ibadan Oyo State, Nigeria was explained by customer engagement. The remaining 86% of the total variation in performance of baby-care products are explained by factors not included in the model. The explained variation in the influence of customer engagement on performance was found to be significant at p-value of 0.000 which is below the accepted threshold of 0.05.

In the second step (model 2, Table 4.12a-c), a multiple regression involving customer engagement and customer equity was introduced in the model as predictor variables and the results indicates that a change was experienced as R^2 change is 0.489 implying that the regression model explains 48.9% of variations in performance while the rest (51.1%) are attributed to variables not included in the model. The F-statistics is 214.555 with a corresponding p-value of 0.000 ($p < 0.05$) indicating that the influence is statistically significant.

The third step involved the introduction of interaction term of customer engagement and customer equity, using regression model. Result in Table 4.12a-c indicates that the R square change is 0.008, and F-change of 7.504 with a corresponding p-value of 0.000, implying that the interaction term of customer engagement and customer equity have a positive and significant moderating effect on performance of baby-care products in Ibadan Oyo State, Nigeria ($p < 0.05$). Furthermore, the interaction term of customer engagement and customer

equity has a beta coefficient of 0.100 and a corresponding p-value of 0.006. Hence, this implies that customer equity moderates the functional relationship between customer engagement and performance of baby-care products in Ibadan Oyo State, Nigeria. Based on this result, this study rejects the null hypothesis four (H_{04}) which states that customer equity has no significant moderating effect on the relationship between customer engagement and performance of baby-care products in Ibadan Oyo State, Nigeria.

4.3 Discussion of Findings

This study examined the effect of customer engagement on organisation (customer) performance of baby-care products. Likewise, assessed the moderating effect of customer equity on the relationship between customer engagement and organisation (customer) performance of baby-care products in Ibadan Oyo State, Nigeria

The result of the regression analysis posits that customer engagement dimensions has positive significant effect on customer performance of baby-care products in Ibadan Oyo State, Nigeria. Conceptually the deployment of customer engagement activity either through physical or social media by implication becomes a firm internally-initiated activities designed to form a platform; one that allows customers to engage in a direct and voluntary collaboration with the organisation in the manufacturing activities (value co-creation) and distribution process aimed at creating a sense of brand identity, satisfaction, and brand loyalty while building strong marketing capability toward the overall business success. Furthermore, explaining the relevance of customer engagement in this manner emphasized the value-creation potentials, which can stimulate customer satisfaction, trust, customers' buying behaviour and in turn, improve patronage for the organisation¹.

A researcher found relevance for engagement. The scholars posited that engagement have significant influence on firm profitability through leadership styles and work-life balance. A scholar pointed out that organizational culture has a significant effect on employee performance, and further analysis shows that employee engagement has a positive and significant effect on firm performance at Telkom University. In a similar study, scholars differ in terms of organisational factors that enhance engagement however they share similar outcome in terms of the relevance of engagement to organisational performance⁹². Specifically, it was found that training and career development has significant influence on employee engagement; and that the ripple effect of engagement on organisational performance is positive and significant.

To substantiate the relevance of customer engagement to firm market performance, a study revealed that customer involvement management and market share are positive correlates. In a study that focused on manufacturing companies in Valencia, and the result revealed that customer knowledge efforts contribute significantly to market share. Despite the research context of some researchers differ as the former was done in Nigeria and the latter in Spain, yet underlining their findings is the information which suggests customer engagement capability would produce positive outcome to a firm's market share and consequently organisational performance.

Scholars investigated how customer engagement behaviour (CEB) influence customer outcomes of firms in Australia, China, India, and the USA, the study revealed that to develop motivated and satisfied customers, firms need to build trust, treat customers fairly and engage in value co-creation activities^{3,4}. This findings, upheld another scholar's

submission, that Co-creation activity positively influences organisational performance through providing the opportunity to understand the customer desires and to meet them with the right market offering. These chains of activities make customers happy and improve market share through repeated purchase.

Also, in an attempt to substantiate a submission on the relevance of customer relationship building, a researcher found that when customers acknowledged a brand, they tend to overlook adverse report concerning such product. This buttresses the point that firms who build a positive relationship with their customer enjoy more from the relationship. More so through relationship building, the firm shares knowledge which enables the customer to uncover firms' unique capabilities and present value co-creation prospects that drive customer satisfaction and the resultant market share².

Although researchers differ in terms of the unit of analysis, the procedures for data collection and analysis, however, highlighting their findings showcase the relevance of ensuring that customers are satisfied through appropriate engagement. Mainly because organisations have been set up to cater for various human needs and how well they meet these needs or exceeds them, is sacrosanct to the going-concern of this organisation^{3,4}. The similarity was shared with a different scholar's view but in different contexts. The author's focus was on China, and their finding suggested that advertisement strategy moderates the interaction between NPD and Customer lifetime value as a proxy to customer satisfaction. In addition, a scholar assessed whether customer involvement relates to market performance of manufacturing firms in River State. however, the result revealed the existence of a significant positive relationship between customer involvement management and market

share with regards to the manufacturing companies under study. The highpoint of these several studies is that they accentuated the significance of customer engagement capability to organisational performance.

In contrast, when a scholar assessed the implications of customer engagement initiative on customer behaviour, the result suggested a negative outcome⁹⁸. It showed that such an initiative decreased the market appeal because of the risk of the initiative backfiring on the organisation's brand equity. Although a study did not support the previous scholar's view, neither did it align with earlier reviewed empirical findings. The result showed that customer involvement capability is not a first-order capability that drives customer satisfaction, trust, profit, and market share. Explicitly, the study posits that the customer involvement capability is a second-order competency whose performance effect was explained by a first-order proficiency such as innovation capability⁵.

Furthermore, extant literature revealed that brand equity dimensions such as brand awareness, brand association, perceived quality and brand loyalty have a significant impact on the consumers purchase decisions⁶. Findings indicated affective experience was positively related to delight while cognitive experience was strongly associated with equity, social and behavioral experiences positively influenced on both delight. Delight significantly influenced equity and loyalty while equity had a positive impact on loyalty. Also, equity partly mediated the relationship between delight and loyalty. Relationship equity significantly determines brand loyalty through the moderating effect of value equity and the mediating effect of brand equity. Interestingly, these relationships are diverse across different experiential types of consumers. The findings revealed that customer sensory

experience, affective experience, behavioural experience, and intellectual experience positively impact the customer equity dimension, namely, value equity, brand equity, and relationship equity. Furthermore, this study reveals that experiential marketing has an impact on building strong customer equity for the service organization. Relationship equity significantly determines brand loyalty through the moderating effect of value equity and the mediating effect of brand equity⁷. Interestingly, these relationships are diverse across different experiential types of consumers.

According to contingency theory of fit as a moderator, customer equity served as a moderator; which enhances the strength of the interaction between customer engagement and organisational performance with baby-care product industry in Ibadan. This finding suggest that customer equity is key as it enables the linkage between customer engagement and organisational performance. From the theoretical stand point the contingency theory of fit as a moderator is strengthened. The contingency theory stressed that where the effect of an independent variable (customer engagement) on a dependent variable (organisational (customer) performance) is enhanced with the introduction of a third variable (in this case customer equity), then a moderation as occurred. In this study, the introduction of customer equity served as an enabler for the relationship between customer engagement and organisational (customer) performance Nigeria meant that this study corroborated the narrative of the contingency theory of fit as a moderator. This study's results are in agreement with this theoretical perspective. Therefore, on the strength of the support found in conceptual, empirical and theoretical submissions in extant literature with this present study's result, the study posits that customer engagement affect organisational performance; more so, customer equity has a positive

significant effect on the interaction between customer engagement and organisational performance of baby-care products in Ibadan Oyo State, Nigeria.

Do Not Copy, Lead City University, Nigeria

Endnotes

1. J., Shin, S., Hwang, G., Kim, & Y., Kim. *Well integrity evaluation using integrated geophysical well loggings*, 2020.
2. M.H., Ho, & H.F., Chung. *Customer engagement, customer equity and repurchase intention in mobile apps*. ***Journal of Business Research***, 121, 2020. 13-21.
3. J., Segarra-Moliner, & M., Moliner-Tena. *Engaging in customer citizenship behaviours to predict customer lifetime value*. ***SSRN Electronic Journal***, 2022.
4. Y., Sun, T.C., Garrett, I. Phau, & B. Zheng, *Case-based models of customer-perceived sustainable marketing and its effect on perceived customer equity*. ***Journal of Business Research***, 117, 2020, 615-622.
5. K.H., Kim, E., Ko, S.J., Kim, & Q., Jiang. *Digital service innovation, customer engagement, and customer equity in AR marketing*. ***Journal of Global Scholars of Marketing Science***, 31(3), 2021. 453-466.
6. L., Arditto, J., Cambra-Fierro, A., Olavarría, & R., Vazquez-Carrasco. *Relevance of salespeople profiles: An analysis in an emerging economy*. ***Marketing Intelligence & Planning***, 38(4), 2019, 433-448.

Do Not Copy, Lead City U.

Chapter Five

Conclusion

This chapter presents and discusses the summary of findings, conclusions and provides useful recommendations, contributions to knowledge and suggestions for further studies.

5.1 Summary of Findings

From the interpretation of analyses of data collected and findings of the study, the following can be summed up as the main empirical findings of this study:

1. Customer engagement (physical engagement & social media engagement) have weak-positive and significant effect on Customer Satisfaction (nursing mother) of baby-care product in Ibadan, Oyo State, Nigeria;
2. Customer engagement have significant but weak positive effect on Customer trust for baby-care product in Ibadan, Oyo State, Nigeria;
3. Customer engagement have significant but weak effect on customer commitment for baby-care product in Ibadan, Oyo State, Nigeria;
4. Customer equity have positive and significant moderating effect on the association between customer engagement and customer performance for baby-care product in Ibadan, Oyo State, Nigeria.

5.2 Conclusion

Based on the empirical findings, this study concluded that there was a statistically significant effect of customer engagement dimensions (physical and social media

engagement) on each of the measures of customer performance which include customer satisfaction, customer trust, and customer commitment for baby-care products in Ibadan Oyo State, Nigeria. Hence, the study established that customer engagement is a critical success factor for organisation customer performance for baby-care product in Ibadan Oyo State, Nigeria. Further analysis showed that customer equity moderated the functional-relationship between customer engagement and customer performance, given the interaction effect was significant. This suggest that a lot can be gained from the nursing mothers through value, brand, and relationship equity to better how manufacturers engage their customer and sustain improve customer performance.

5.3 Recommendations

Based on the findings in this study, the following recommendations were made:

1. The management of the baby-care product investigated should focus more on engaging nursing mothers by conducting survey at the maternity hospital to enhance baby-care products, Quick to respond to nursing mothers' issues via social media platform, and conducting online survey to enhance baby-care products so that customer satisfaction can be improve performance.
2. More efforts are required by the management of the organisations investigated in reaching out to nursing mothers via social media given the insignificant relative effect it has on customer trust for baby-care product in Ibadan, Oyo State, Nigeria
3. The management of the baby-care product investigated should work on physical engaging the nursing mothers physically through visitation during antennal and post-natal and community outreach so that customer commitment can be enhanced.

4. Management must reinvent customer equity mechanism such as value, brand and relationship equity as it has the potential to improve the interaction between customer engagement and customer performance in Ibadan Oyo State.

5.4 Contribution to knowledge

This study offers significant implication for researcher and practitioner.

5.4.1 Implication to the Researcher

Conceptually, the study focused on identifying gaps in literature pertaining customer engagement, customer equity, and organisation (customer) performance. The conceptual framework of this study equally offers conceptual contribution as it was constructed by the researcher analyze the gaps identified in literature. Being the first model to combine dependent (organisation (customer) performance), independent (customer engagement) variables and moderating variable (customer equity).

From the theoretical stand point the SET and RBV was strengthened. The RBV which in an inside-out perspective emphasize that for firm to achieve superior performance, such organization must own internal organizational capability such as customer engagement competency that are enormously irreplaceable. Likewise, SET relevance for this study stems from its ability to provide theoretical explanations for how customer equity (which involves significant level of interaction between the organisation and its customers) can enhance the interaction between customer engagement and organisational performance. The understanding of the customer that the organisation offers value and create avenue for positive relationship with them based on their need according to SET guarantees

favourable outcome in customer satisfaction, trust, commitment and loyalty. This study's results are in concomitance with these theoretical perspectives.

5.4.2 Implication for Practitioners

The study is able to add to recent literature on the interaction between customer engagement, customer equity and organisation (customer) performance. Though, individual studies on customer engagement, customer equity and organisational performance abound in developed economy context, however empirical study from developing countries like Nigeria seems to be rare in this regard. This mean not much is known about how customer equity moderate the interaction between customer engagement and customer performance of manufacturers of baby-care products in Ibadan, Oyo State, Nigeria. Hence by the findings of the four null hypotheses examined, the study becomes a basis for reference for future study on customer engagement, customer equity and organisational performance. Moreover, the study provides findings which later scholars can use to buttress the empirical submissions in their study.

Overall, these above-mentioned points lay emphasis on the fact that this study offers significant contribution to knowledge and has practical implication for the management of baby-care product manufacturing companies in Ibadan that were investigated.

5.5 Suggestion for further research

This study focused on the effect of customer engagement on organisational performance using customer equity as a moderating variable of baby-care manufacturers in Ibadan, Oyo State, Nigeria. Nevertheless, to further broaden the frontiers of knowledge, the following areas of studies are suggested for further research.

1. The present study was carried out in focusing on nursing mothers in Ibadan, Oyo State, further studies in the area of customer engagement and customer equity and organisational performance can as well be carried out in other industry like the service firms including banks and Pay TV so as to be able to extend the knowledge gained from this work and to enhance generalization of the findings of this State.
2. Since this study emphasis was on nursing mothers' perception of manufacturers performance, future study may consider generating data from within the baby-care manufacturer to see understand the dynamism in its discovery.
3. A cross-sectional survey design was used in the course of the study, and this means evidence of causality cannot be established hence, future study may consider the longitudinal survey design to explain causality on a long period of time.

Bibliography

Books

- Asika, N. *Research methodology in the behavioural science*. Lagos: Longman Nigeria. Plc. 2010.
- Cochran, W.G. *Sampling techniques. 2nd edition*. New York: John Wiley and Sons, Inc, 1963.
- Hair, J.F., Black, W.C., Babin, B.J., & Anderson, R.E. *Multivariate data analysis*, 8th ed.. Andover, Hampshire, EMEA, 2018.

Conference Proceedings

- Abdul Hameed, P., & Pitafi, S. "*Socio-instrumental Use of Enterprise Social Media and Employee Agility: Role of Promotion-Focus and.*" In *Academy of Management Proceedings*, vol. 2022, no. 1, p. 15989. Briarcliff Manor, NY 10510: Academy of Management, 2022.
- Chu, W., Hameed Pitafi, A., Kanwal, S., Ali, A., & Ren, M. "*Improving employee agility using enterprise social media and digital fluency: Moderated mediation model.*" *IEEE Access* 8, 2020: 68799-68810.
- Dulce, G., Bergquist, M., Alänge, S., & Bunk, R. "*How digital tools align with organizational agility and strengthen digital innovation in automotive startups.*" *Procedia Computer Science* 196, 2022: 107-116.
- Hillol, B., AMassey, & Seol, S. "*Social media in the workplace: Influence on employee agility and innovative behavior.*" In *Proceedings of the 52nd Hawaii International Conference on System Sciences*, 2019.
- Megatari, A. "*The effect of customer engagement on customer equity and repurchase intention in mobile shopping applications.*" In *International Conference on Innovations in Social Sciences Education and Engineering (ICOISSEE)*, vol. 1, no. 1. 2021.
- Onamusi, A.B., Asikhia, O.U., & Makinde, G.O. *Environmental munificence and service firm performance. The moderating role of management innovation capability*. Paper presented at 3rd international conference on business re-engineering and economic development: Converging transformative marketing and management-Panacea for accelerated firm and economic growth, department of business administration & marketing, Babcock University Ilisan-Remo, Ogun State, Nigeria. 2019.
- Yuan, K., Kim, S., Moon Wang, H., & Yu, X. *The effect of third party organization endorsement on brand performance. Global Fashion Management Conference, 2019, 738-738.*

Zahra, Q., Koosha, H., & Bagheri, M. "The impact of brand equity on customer equity." In 2019 15th Iran International Industrial Engineering Conference (IIIEC), pp. 212-222. IEEE, 2019.

Internet Materials

Friesland Campina Annual report, <http://www.frieslandcampinanigeria.com>. 2017.

Grand View Research. *Global baby-care product market report*. <http://www.grandviewresearch.com>, 2019.

Inkwood Market Research. *Global baby-care product market report*. <http://www.inkwoodmarketresearch.com>, 2018.

MAN. *Manufacturing sector Report*. <http://www.nbs.org.ng>, 2019.

MAN. *Recession and manufacturing sector*. <https://www.sunnewsonline.com/recession-and-the-manufacturing-sector/2017>.

Mordor Intelligence. *Baby-care products market- Growth, trends, and forecast (2020-2025)*, 2020.

Transparency Market Research. *Global baby-care product market report*. <http://www.transparencymarketresearch.com>, 2018.

World Health Organization. *Global Child mortality*: Retrieved from World Health Organization website: <http://www.worldhealthorganization.org>, 2015.

Zion Market Research. *Global baby-care product market report*. <http://www.zionmarketresearch.com>, 2018.

Journals

- Abdul Hameed, P., Kanwal, S., & Pitafi, A. "Effect of enterprise social media and psychological safety on employee's agility: Mediating role of communication quality." **International Journal of Agile Systems and Management**, 12, no. 1, 2019: 1-26.
- Abiodun Babatunde, O. "Adaptive Capability, Social Media Agility, Ambidextrous Marketing Capability, and Business Survival: A Mediation Analysis." *Marketing and Branding Research* 8, no. 1, 2021: 31-47.
- Abiodun Babatunde, O. "Entry mode strategy, customer engagement, and firm performance." **Journal of Business and Social Review in Emerging Economies**, 6, no. 1 2020: 99-112.
- Abiodun Babatunde, O., Adenekan Tolulope, E., Ojo Elizabeth, O., & Owolabi Olubukola, A. "Firm specific capability organisational structure and new product performance of fast moving consumer goods manufacturers in emerging economy." *Sustainable Business and Society in Emerging Economies*, 3, no. 1, 2021: 1-11.
- Aditya Ainurrisqi, R., & Hidayat, A. "Assessing social media marketing activities and customer equity activities influencing customer loyalty to clothing thrifting in Yogyakarta." **Enrichment: Journal of Management**, 12, no. 4, 2022: 2662-2669.
- Agnieszka, K. "The role of human resource flexibility and agility in achieving sustainable competitiveness." **International Journal of Sustainable Economy**, 11, no. 4, 2019: 324-346.
- Alain, P., & Choi, I. "Digital-enabled strategic agility: it's time we examine the sensing of weak signals." **European Journal of Information Systems**, 2022: 1-9.
- Almaqousi, S.A., S.A., Samikon, Cavaliere, L.P., & Nordin, N.A. *The impact of brand awareness, brand loyalty, and brand association on consumer decision making in Palestine olive oil industry. Business Management and Strategy*, 12(2), 2019, 66.
- Alvarez-Milán, R., Felix, P., Rauschnabel, A., & Hinsch, C. *Strategic customer engagement marketing: A decision making framework. Journal of Business Research*, 92(3), 2018. 61-70.
- Al-Wugayan, A.A. "Do customer equity drivers affect customer relationship quality and customer relational outcomes in banking?." **International Journal of Electronic Customer Relationship Management**, 13, no. 1, 2021: 1-29.
- Amit, B., & Shailaja, R. "Relationship between Customer Equity and Customer Loyalty: A Study of Retail Outlets for Consumer Durables." *Nmims Management Review*, 36, no. 4, 2019: 20-35.

- Anam, N., Yong, H., Luqman, A., Waheed, A., & Dhir, A. "Enterprise social media and cyber-slacking: A Kahn's model perspective." *Information & Management* 58, no. 1, 2021: 103405.
- Arditto, L., Cambra-Fierro, J., Olavarria, A., & Vazquez-Carrasco, R. *Relevance of salespeople profiles: An analysis in an emerging economy. Marketing Intelligence & Planning*, 38(4), 2019, 433-448.
- Asano, G., Cheng, T.P., Rhodes, J., & Lok, P. *The influence of online reviews and brand trust and customer equity. Journal of Electronic Commerce in Organizations*, 17(4), 2019, 30-43.
- Awwad, S., Akroush, M.N., Zuriekat, M.I., & Al Masoudi, Y.Y. *The impact of social capital, managerial human capital and managerial knowledge structure on firm performance. International Journal of Strategic Decision Sciences*, 10(3), 2019, 95-113.
- Babatunde Onamusi, A. "Adaptive capability, social media agility, ambidextrous marketing capability, and business survival: a mediation analysis." *marketing and branding research* 8, no. 1, 2021: 31-47.
- Bo Youn, L., & Young Park, S. "Shifts of guests' perception on drivers of customer equity for loyalty over time: a multiple mediation analysis." **Journal of Quality Assurance in Hospitality & Tourism**, 22, no. 1, 2021: 30-54.
- Bo Youn, L., & Young Park, S. "The role of customer delight and customer equity for loyalty in upscale hotels." **Journal of Hospitality and Tourism Management**, 39, 2019: 175-184.
- Bowden, J. *Customer engagement: A framework for assessing customer-brand relationships: The case of the restaurant industry. Journal of Hospitality Marketing & Management*, 18(6), 2019. 574-596.
- Bu-nga, C. "Sufficiency economy philosophy-based sustainability dimensions impact on customer equity and brand loyalty." **ABAC Journal**, 41, no. 1, 2021: 43-61.
- Buwono, R.I., Filemon, G., Wisudawati, T., & Saputro, W.A. *The effect of customer satisfaction and brand equity on the interest in repurchasing sugar. Airlangga Journal of Innovation Management*, 2(1), 2021, 29.
- Cambra-Fierro, J., Xuehui Gao, L., Melero-Polo, I., & Javier Sese, F. "What drives consumers' active participation in the online channel? Customer equity, experience quality, and relationship proneness." *Electronic Commerce Research and Applications* 35, 2019: 100855.
- Chayanan, K., Narumon, C., Choengklinchan, A., Decha, O., Wantayakul, N., & Wan-Hsuan, Y. "Key success factors on social media agility of tourism business in thailand." **Journal of Positive School Psychology**, 6, no. 3, 2022: 4257-4267.

- Chua Lee, C., & Penyelidikan, J. "Sample size estimation using Krejcie and Morgan and Cohen statistical power analysis: A comparison." **Jurnal Penyelidikan IPBL** 7, no. 1, 2006: 78-86.
- Chuanhui, W., Zhang, Y., Huang, S., & Yuan, Q. "Does enterprise social media usage make the employee more productive? A meta-analysis." *Telematics and Informatics* 60, 2021: 101578.
- Chun Lin, Y., Moon, H., Hoon Kim, K., & Wang, S. "The influence of parasocial relationship in fashion web on customer equity." **Journal of Business Research**, 130, 2021: 610-617.
- Chunlin, Y., Shuman, W., & Yue, L. "AI service impacts on brand image and customer equity: empirical evidence from China." **Journal of Brand Management**, 30, no. 1, 2023: 61-76.
- Darina, P. "Customer equity management through customer engagement: A critical review." *Challenges of the Knowledge Society*, 2018: 900-906.
- Davis, S.W., Horváth, C., Gretry, A., & Belei, N. *Say what? How the interplay of tweet readability and brand hedonism affects consumer engagement.* **Journal of Business Research**, 40 (9), 2019, 1626-1647.
- Dwivedi, Y.K., Mahmud, A., Muhammad, S., Zeeshan, A., Bhatti, A., & Nripendra Rana, P. "Examining the effects of enterprise social media on operational and social performance during environmental disruption." *Technological Forecasting and Social Change* 175, 2022: 121364.
- Dwiviolita, S., & Zuliarni, S. "Customer Engagement, Customer Equity, and their Influence on Consumer Repurchase Intention in E-Commerce Mobile Applications." **JDM (Jurnal Dinamika Manajemen)**, 14, no. 1, 2023: 55-71.
- Enita, R.T., & Utam, A.M. "Utilization of social media marketing by young business players in binjai city in developing customer equity." **Budapest International Research and Critics Institute-Journal (BIRCI-Journal)**, 4, no. 2, 2021: 1838-1848.
- Fabio, F., Mueller, J., Paoloni, N., Farina Briamonte, M., & Magni, D. "Evaluating fashion retailers' intellectual capital: key money as a part of customer capital." **Journal of Intellectual Capital**, 23, no. 2, 2022: 173-194.
- Fatin Atirah, S. "The role of perceived social media agility in customer engagement.", 2022: 3-6.
- Fei, H., & Chon, K. "Are you ready for a contactless future? A multi-group analysis of experience, delight, customer equity, and trust based on the Technology Readiness Index 2.0." **Journal of Travel & Tourism Marketing**, 38, no. 9, 2021: 900-916.

- Fei, H., & Kye-Sung Chon, K. "Contactless service in hospitality: bridging customer equity, experience, delight, satisfaction, and trust." **International Journal of Contemporary Hospitality Management**, 34, no. 1, 2022: 113-134.
- Feng, W., Xinyan, L., & Chen, M. "Effects of product imitation on customer equity." *Marketing Intelligence & Planning*, 2020.
- Garcia-Martinez, M., Zouaghi, F., Garcia-Marco, T., & Robinson, C. *What drives business failure? Exploring the role of internal and external knowledge capabilities during the global financial crisis.* **Journal of Business Research**, 98(8), 2019, 441-449.
- Glenn, A., Vincent Cheng, T.P., Rhodes, J., & Peter, L. "The influence of online reviews and brand trust and customer equity: Consumer equity." **Journal of Electronic Commerce in Organizations (JECO)**, 17, no. 4, 2019: 30-43.
- HaeJin, S., Linlin, F., & Ho Song, T. "Differential impact of customer equity drivers on satisfaction: the case of china's telecommunications industry." **Asia Marketing Journal**, 24, no. 4, 2023: 178-189.
- Hamdani, N.A., Herlianti, A.O., & Maulani, G.A.F. "Customer equity in the marketplace." **Int. J. Innov. Creat. Chang**, 8, no. 3, 2019: 1-7.
- Hamidreza, K., & Albadvi, A. "Allocation of marketing budgets to maximize customer equity." *Operational Research*, 20, 2020: 561-583.
- Harmeling, M., Moffett, J.W., Arnold, M.J., & Carlson, B.D. *Toward a theory of customer engagement marketing.* **Journal of the Academy of Marketing Science**, 45(3), 2016, 312-335.
- Heetae, C., & Weisheng, C. "Sport nostalgia builds customer equity and future behavior." *Marketing Intelligence & Planning*, 39, no. 2, 2021: 315-328.
- Henseler, A., Ringle, C.M., & Sarstedt, M. *A new criterion for assessing discriminant validity in variance-based structural equation modelling.* **Journal of the Academy of Marketing Science**, 43(1), 2015, 115-135.
- Hesari, E., Shadiardehaei, E., & Shahrabi, B. *The effect of corporate social responsibility on brand performance with the mediating Role of corporate reputation, resource commitment and green creativity.* *Tehničkiglasnik*, 15(1), 2021. 84-91.
- Ho, M.H., & Chung, H.F. *Customer engagement, customer equity and repurchase intention in mobile apps.* **Journal of Business Research**, 121, 2020. 13-21.
- Houston Joel, F., Hongyu, S., & Shan, Y. "Intangible customer capital and bank resilience." SSRN 3697693, 2021.

- Idowu, A. *Organisational learning, innovativeness and financial performance of small and medium enterprises (SMEs) in Nigeria.* **European Journal of Business and Management**, 5(2), 2013. 179-186.
- Itai, M., & Onamusi, A.B. *"Customer relationship management and customer loyalty: An empirical study of selected Deposit Money Banks in Lagos State, Nigeria."* **IAR Journal of Business Management**, 1, no. 4, 2020.
- Jinyan, S., Conghui, Y., Xiangkun, L., & Yanxi, L. *"Predicting firm stock returns with customer stock returns: Moderating effects of customer characteristics."* *Research in International Business and Finance*, 54, 2020, 101280.
- Jo Bitner, M., Faranda, W.T., Hubbert, A.R., & Zeithaml, V.A. *Customer contributions and roles in service delivery.* **International Journal of Service Industry Management**, 8(3), 1997, 193-205.
- Johansson, E., Raddats, C., & Witell, L. *The role of customer knowledge development for incremental and radical service innovation in servitized manufacturers.* **Journal of Business Research**, 98(4), 2019, 328-338.
- Joonyong, P., & Kim, R.B. *"The importance of service convenience and temporal personality for omnichannel customer equity and shopping behaviour."* **International Journal of Electronic Marketing and Retailing**, 13, no. 4, 2022: 443-465.
- Juran, K., Sun, Y., Hoon Kim, K., & Kang, S. *"Sustainability and customer equity: Evaluation of citing networks and contributions."* **Journal of Global Fashion Marketing**, 10, no. 3, 2019: 267-274.
- Kianoosh, M., Bahreinizad, M., & Esmailpour, M. *"Brand communications and customer equity: The mediating role of brand knowledge and word of mouth ads."* **The Romanian Economic Journal**, 22, no. 78, 2020: 117-133.
- Kim, K.H., Ko, E., Kim, S.J., & Jiang, Q. *Digital service innovation, customer engagement, and customer equity in AR marketing.* **Journal of Global Scholars of Marketing Science**, 31(3), 2021. 453-466.
- Kohsuke, M. *"A framework for variance analysis of customer equity based on a Markov chain model."* **Journal of Business Research**, 129, 2021: 57-69.
- Kyung Hoon, K., Eunju, K., Jin Kim, S., & Jiang, Q. *"Digital service innovation, customer engagement, and customer equity in AR marketing."* **Journal of Global Scholars of Marketing Science**, 31, no. 3, 2021: 453-466.
- Leung, F.F., Tse, C.H., & Yim, C.K. *Engaging customer cocreation in new product development through foreign subsidiaries: Influences of multinational corporations' global integration and local adaptation mechanisms.* **Journal of International Marketing**, 2020, 1-22 <https://doi.org/10.1177/1069031x19890345>.

- Lily, G., Melero-Polo, I., & Javier Sese, F. "Customer equity drivers, customer experience quality, and customer profitability in banking services: The moderating role of social influence." **Journal of Service Research**, 23, no. 2, 2020: 174-193.
- Maharani, T., & Khoirul, F. "The effect of human capital, structural capital, customer capital, managerial ownership, and leverage toward profitability of company." **Journal of Advanced Multidisciplinary Research**, 1, no. 1, 2020: 46-62.
- Manijeh, H., Ghodratabadi, L., & Shafi, S. "Effect of top managers' commitment, knowledge management and organizational learning on customer capital." **Journal of Business Management**, 11, no. 2, 2019: 357-374.
- Manizheh, B., Esmailpour, M., & Moradi, K. "Brand communications and customer equity: the mediating role of brand knowledge and word of mouth ads." *Romanian Economic and Business Review*, 15, no. 4, 2020: 90-103.
- Martina, S.L., Javalgib, R.G., & Ciravegnac, L. *Marketing capabilities and international new venture performance: The mediation role of marketing communication and the moderation effect of technological turbulence.* **Journal of Business Research**, 107(1), 2020, 25–37.
- Massimiliano, B., Perego, P., Bonacchi, M., & Perego, P. "Customer equity for external reporting and valuation." *Customer Accounting: Creating Value with Customer Analytics*, 2019: 67-82.
- Mehrdad, M., Hassannayebi, E., Fattahi Miab, N., & Farjad, A. "Dynamic allocation of promotional budgets based on maximizing customer equity." *Operational Research*, 21, 2021: 2365-2389.
- Mengyi, Z., Sun, Y., Jeyaraj, A., & Hao, J. "Impact of task characteristics on employee agility: the moderating effect of enterprise social media visibility." *Internet Research* 31, no. 3, 2021: 931-960.
- Mia Hsiao-Wen, H., & FL Chung, H. "Customer engagement, customer equity and repurchase intention in mobile apps." **Journal of Business Research**, 121, 2020: 13-21.
- Minhao, Z., Wang, Y., & Olya, H. "Shaping social media analytics in the pursuit of organisational agility: A real options theory perspective." *Tourism Management* 88, 2021: 104415.
- Mirza, S., Younus Sherazi, S., & Zeeshan, A. Does better brand management influences consumer purchase decisions? COVID-19 challenges from Pakistan banking sector. **Academic Journal of Social Sciences (AJSS)**, 5(3), 2021, 344-365.
- Mohammad Reza, Z., & Naghdi Khanachah, S. "The impact of customer assisted knowledge production capacity on customer capital in a knowledge-based center." *Annals of Management and Organization Research*, 1, no. 2, 2020: 107-121.

- Monica, M., & Zeke, D. "Monetary policy, customer capital, and market power." **Journal of Monetary Economics**, 121, 2021: 116-134.
- Muhammad A., Sayyid, T., Kurniawati, K., Mutiara, A., & Siregar, R. "The role of social media agility: The Moderating Of Change Seeking." *Ultima Management: Jurnal Ilmu Manajemen* 14, no. 1, 2022:111-124.
- Muna, N., Yasa, N., Ekawati, N., Wibawa, I., Sriathi, A., & Adi, I. "Market entry agility in the process of enhancing firm performance: A dynamic capability perspective." **International Journal of Data and Network Science** 6, no. 1, 2022: 99-106.
- Munazza, S., & Binti Abdul Ghani Azmi, I. "The nexus between customer equity and brand switching behaviour of millennial Muslim consumers." **South Asian Journal of Business Studies**, 8, no. 1, 2019: 62-80.
- Nadia, F., Mohsein Abdul Mohsin, A., & Kamalul Ariffin, S., "Examining the relationship between customer experience and customer equity in South Asia's health sector." **Journal of Entrepreneurship, Business and Economics**, 9, no. 1, 2021: 275-301.
- Nawi Noorshella, C., Hasmini Abd Ghani, N., Abdullah, A., Alareeni, B., Shuhada Deraman, N., Zaki Muhamad Hasan, M., & Gbene Zaato, S. "Social media marketing to enhance customer equity on fashion apparel brand among university students." **Journal of Information Technology Management**, 13, no. 2, 2021: 75-92.
- Ni Made Candra, D., & Suparna, G. "The effect of customer equity on brand commitment and brand switching on samsung smartphone users." **European Journal of Business and Management Research**, 8, no. 1, 2023: 126-130.
- Odeleye, O.T. *Brand equity and marketing performance: Perspectives from the brewing industry in Nigeria.* **International Journal of Business, Economics & Management**, 4(1). 2021.
- Okky Rizkia, Y. "Can customer equity be the mediating variable between social media marketing activities and purchase intention?." **Journal of Theoretical and Applied Information Technology**, 98, no. 20, 2020.
- Pham Hung, C., Dinh Yen Nguyen, O., Viet Ngo, L., & Phong Nguyen, N. "Not all experiential consumers are created equals: the interplay of customer equity drivers on brand loyalty." **European Journal of Marketing**, 54, no. 9, 2020: 2257-2286.
- Puncharat, B., Sukahbot, S., Rinthaisong, I., & Soonsan, N. "The influence of savings for investment as a moderator variable between customer equity and behavioral loyalty of thai investors." **ABAC Journal**, 42, no. 2, 2022: 151-171.

- Radhika, A., & Mittal, S. "Impact of Social Media Marketing Activities on Purchase Intentions via Customer Equity Drivers: An Empirical Case Study on Smartphone Brands." **International Journal of Online Marketing (IJOM)**, 12, no. 1, 2022: 1-19.
- Rasha HA, M., & Mahmoud Ibrahim, M. "The effects of customer equity and religious motivation on customer retention and switching intention: A study of the Egyptian banking sector." **Journal of Islamic Marketing**, 11, no. 6, 2020: 1873-1891.
- Reetika, J. "Managing Customer Relationships Using Customer Lifetime Value and Customer Equity Metrics." In *Performance Management*, CRC Press, 2020, pp. 175-186.
- Rizwan Raheem, A., Zaidi Erum, Z., Hasnain Alam, S., Streimikiene, D., & Parmar, V. "Effect of social media marketing of luxury brands on brand equity, customer equity and customer purchase intention." *Amfiteatru economic*, 25, no. 62, 2023: 265-282.
- Roldan-Blanco, P., & Gilbukh, S. "Firm dynamics and pricing under customer capital accumulation." **Journal of Monetary Economics**, 118, 2021: 99-119.
- Sanaz, V., Sepehrmanesh, A., Zaeri, E., & Altinay, L. "Environmental CSR, Customer Equity Drivers, and Travelers' Critical Outcomes: A Stimulus-Organism-Response Framework." **Journal of Hospitality & Tourism Research**, 2023: 10963480231156836.
- Sang Jin, K., Yoo, J., & Eunju, K. "The effects of brand collaboration with the online game on customer equity and purchase intention: moderating effect of fashion brand type." **Asia Pacific Journal of Marketing and Logistics**, 2023.
- Santanu, M., Rao Korasiga, V., & Payel, D. "Influence of social media on medical chain agility and resilience: an empirical investigation." **International Journal of Enterprise Network Management**, 11, no. 4, 2020: 347-371.
- Schweidel, D.A., Reisenbichler, M., Reutterer, T., & Zhang, K. "Leveraging AI for content generation: A customer equity perspective." In *Artificial Intelligence in Marketing*, 2023, pp. 125-145.
- Segarra-Moliner, J., & Moliner-Tena, M. *Engaging in customer citizenship behaviours to predict customer lifetime value. SSRN Electronic Journal*, 2022.
- Serhii, L., & Zavali, T. "The impact of customer capital on company's market value: An empirical study from 100 US stock market leaders." **International Journal of Management and Economics**, 57, no. 4, 2021: 299-312.
- Shin, J., Hwang, S., Kim, G., & Kim, Y. *Well integrity evaluation using integrated geophysical well loggings*, 2020.

- Shu-Hui, C. "Co-creating social media agility to build strong customer-firm relationships." *Industrial Marketing Management* 84, 2020: 202-211.
- Suhaizal, H., Masek, A., Saadah Abdullah, N., Nazura Paimin, A., & Hanim Nadrah Wan Muda, W. "Students' intention to share information via social media: A case study of COVID-19 pandemic." *Indonesian Journal of Science and Technology*, 2020: 236-245.
- Sun, Y., Garrett, T.C., Phau, I., & Zheng, B. Case-based models of customer-perceived sustainable marketing and its effect on perceived customer equity. *Journal of Business Research*, 117, 2020, 615-622.
- Vika Ansy, A., & Hananto, A. "The role of social media marketing activities on customer equity drivers and customer loyalty." *AFEBI Management and Business Review* 5, no. 1, 2020: 1-15.
- Winston Wei, D., & Yan, J. "External financing and customer capital: A financial theory of markups." *Management Science*, 67, no. 9, 2021: 5569-5585.
- Winston, D., Yan Ji, W., Reibstein, D., & Wu, W. "Inalienable customer capital, corporate liquidity, and stock returns." *The Journal of Finance*, 76, no. 1, 2021: 211-265.
- Woohyoung, K., Kim, H., & Hwang, J. "Sustainable growth for the self-employed in the retail industry based on customer equity, customer satisfaction, and loyalty." *Journal of Retailing and Consumer Services*, 53, 2020: 101963.
- Xiaolei, Y., & Yuan, C. "How consumers' brand experience in social media can improve brand perception and customer equity." *Asia Pacific Journal of Marketing and Logistics*, 2019.
- Yang, S., Tony Garrett, C., Phau, I., & Zheng, B. "Case-based models of customer-perceived sustainable marketing and its effect on perceived customer equity." *Journal of Business Research*, 117, 2020: 615-622.
- Yong Bum, C., Lee, J., Yoo, S., & Keun Yoo, Y. "Value relevance of customer equity beyond financial statements: evidence from mobile telecom industry." *Asia-Pacific Journal of Accounting & Economics*, 26, no. 3, 2019: 281-300.
- Yu, X., & Yuan, C. How consumers' brand experience in social media can improve brand perception and customer equity. *Asia Pacific Journal of Marketing and Logistics*, 31(5), 2019, 1233-1251
- Yu, Y., Qionglei, Y., Zheng, Y., & Zheng, Y. "Investigating the effect of social media application on firm capabilities and performance: The perspective of dynamic capability view." *Journal of Business Research*, 139 2022: 510-519.

- Zahra, Q., Koosha, H., & Bagheri, M. "An integrated model for customer equity estimation based on brand equity." **International Journal of Market Research**, 63, no. 5, 2021: 635-664.
- Zhang, M. & Hartley Guanxi, J. L. *IT systems, and innovation capability: The moderating role of proactiveness.* **Journal of Business Research**, 90 (5), 2018, 75-86.
- Zhao, C., Huang, Q., Liu, H., & Wang, X. "Improving the agility of employees through enterprise social media: The mediating role of psychological conditions." **International Journal of Information Management**, 38, no. 1, 2018: 52-63.
- Zohaib, R., Razzaq, A., Yousaf, S., Akram, U., & Hong, Z. "The impact of customer equity drivers on loyalty intentions among Chinese banking customers: The moderating role of emotions." **Asia Pacific Journal of Marketing and Logistics**, 2019.

Do Not Copy, Lead City University, Nigeria

**Appendix I
Questionnaire**

Lead City University Ibadan

Departments of Management and Accounting

Dear Respondent,

As part of the requirement for a Master of Science degree in marketing, I am carrying out a study on "Customer engagement and performance of child-specific product manufacturers in Ibadan Oyo State". This study is mainly an academic exercise as all information provided would be treated with the

utmost confidentiality. In any case, you feel uncomfortable to proceed; you may withdraw your consent at no cost. Below is the questionnaire that addressed the objective of this study. Please feel free to tick the option that best express your personal views.

Thank you.

Grace

SECTION A: Demographic Information: Please carefully go through each item and tick (√) as appropriate.

1. What is your age bracket: 21- 30 () 31- 40 () 41-50 ()
2. Marital status: Single () Married () Divorced ()
3. What is your highest academic qualification: ND/NCE () BSc/BA/HND () PGD/MBA/MSc/MA () MPhil () PhD () others, (please specify).....
4. Length of time of using Baby-care product: Below 3yrs (), 4-6yrs (), 7yrs above ()

NOTE: Statement and the feedback in this survey is based on the BABY-CARE PRODUCT BRAND you are currently using.

Kindly select Baby-care product brand below

- 1.Pampers diaper () 2. Molfix diaper () 3. Huggies diaper () 4. Dr Brown () 5. Cuddles baby () 6.

New Molfix diaper () 7. Others, please specify.....

SECTION B: Customer Engagement

Given the baby diaper you mostly use, please indicate your level of agree/disagree with the following concerning customer engagement of the brand selected: (Please pick one of these alternatives **6, 5, 4, 3, 2, 1**)

6 = Strongly Agree (SA); **5** = Agree (A); **4** = Partially Agree (PA); **3** = Partially Disagree (PD); **2** = Disagree (D) **1** = Strongly Disagree (SD)

I	Physical Engagement	SA	A	PA	PD	D	SD
	Please indicate your level of agree/disagree with the following concerning the baby-care brand selected						
1	Organise awareness about products during antenatal	6	5	4	3	2	1
2	Organise awareness about products during baby immunization	6	5	4	3	2	1
3	Attend to nursing mother-baby's need in new product	6	5	4	3	2	1
4	Interact with nursing mothers at the hospital on product information	6	5	4	3	2	1
5	Conduct survey at the maternity hospital to enhance baby-care products	6	5	4	3	2	1
6	Present at the maternity homes to educate nursing mothers on the need to stay hygienic	6	5	4	3	2	1
I	Social Media Engagement	SA	A	PA	PD	D	SD
	Please indicate your level of agree/disagree with the						

following concerning the baby-care brand selected							
1	Use social media to increased avenues to connect with nursing mother	6	5	4	3	2	1
2	Engage social media influencers to promote baby-care products	6	5	4	3	2	1
3	Sponsor Online baby contest to promote it brand identity	6	5	4	3	2	1
4	Quick to respond to nursing mothers' issues via social media platform	6	5	4	3	2	1
5	Promote campaign about living healthy for nursing mothers	6	5	4	3	2	1
6	Conduct online survey to enhance baby-care products	6	5	4	3	2	1

SECTION C: Organisational Performance (Customer perspective)

The statement in this section concerns organisational performance from the perception of the customers. Using the six-point Likert-type-scale provided, please indicate the extent to which each statement applies to you by selecting one of the options provided (6, 5, 4, 3, 2, 1).

6 = Strongly Agree (SA); **5** = Agree (A); **4** = Partially Agree (PA); **3** = Partially Disagree (PD); **2** = Disagree (D) **1** = Strongly Disagree (SD)

S/N	Customer Satisfaction	SA	A	PA	PD	D	SD
Please indicate your level of agree/disagree with the following concerning the baby-care brand selected							
1	<i>Value for money</i>	6	5	4	3	2	1
2	<i>Usage experience</i>	6	5	4	3	2	1
3	Recommend product	6	5	4	3	2	1
4	Make repeated purchase	6	5	4	3	2	1
5	Identify as a loyal customer	6	5	4	3	2	1
II	Customer Trust	SA	A	PA	PD	D	SD
Please indicate your level of agree/disagree with the following concerning the baby-care brand selected							
1	Engage in advertisement to educate mother about product's safety	6	5	4	3	2	1
2	I am confident the product is safe for my baby	6	5	4	3	2	1
3	I am confident that the information on the product packaging is true about the product quality	6	5	4	3	2	1
4	I feel safe sharing this product with other nursing parents	6	5	4	3	2	1
5	The product is certified by NAFDAC for baby consumption	6	5	4	3	2	1
6	The product has SON approval for its sales in Nigeria	6	5	4	3	2	1
7	The baby-care brand is offers highly innovative products	6	5	4	3	2	1

Customer Commitment Please indicate your level of agree/disagree with the following concerning the baby-care brand selected		SA	A	PA	PD	D	SD
1	Identify as a loyal customer	6	5	4	3	2	1
2	I identify myself as a brand ambassador for this organisation	6	5	4	3	2	1
3	I recommend their products to friends	6	5	4	3	2	1
4	I have developed emotional attachment to this company's product	6	5	4	3	2	1
5	I only buy this company's product for my baby	6	5	4	3	2	1
6	I always look forward to new baby-care products from this company	6	5	4	3	2	1

SECTION D: Customer Equity (Moderator)

Given the baby-care product you mostly use, please indicate your level of agree/disagree with the following concerning customer equity of the brand selected: (Please pick one of these alternatives **6, 5, 4, 3, 2, 1**)

6 = Strongly Agree (SA); **5** = Agree (A); **4** = Partially Agree (PA); **3** = Partially Disagree (PD); **2** = Disagree (D) **1** = Strongly Disagree (SD)

Customer Equity Please indicate your level of agree/disagree with the following concerning the baby-care brand selected		SA	A	PA	PD	D	SD
1	Offer unique value in baby-care product	6	5	4	3	2	1
2	Guaranty usage experience	6	5	4	3	2	1
3	Provides nursing mothers with useful information	6	5	4	3	2	1
4	Offer more value than expected	6	5	4	3	2	1
5	It is an attractive brand	6	5	4	3	2	1
6	I can identify with the brand logo/symbol amongst many others	6	5	4	3	2	1
7	It is an innovative brand	6	5	4	3	2	1
8	I am passionate about the product of the company	6	5	4	3	2	1
9	I like to engage in public discussion on this baby-care product	6	5	4	3	2	1
10	I have the feeling that this brand knows exactly what my baby wants	6	5	4	3	2	1

Thank you for participating in this research

Bio-data

A. Personal Data

1. Full Names: Rasheed Damilola Grace
2. Address: Lane 9, House 20 Adejumo Elenusonso Ibadan, Oyo State.

3. Date and Place of Birth: 7th of April, 1988. Abeokuta
4. Nationality: Nigerian
5. Name and Address of Next of Kin: Mr Rasheed Ibrahim
Lane 9, House 20 Adejumo Elenusonso Ibadan, Oyo State.

B. Educational Background

1. Educational Institutions Attended with Dates and Qualifications:

Lead City University.	2021-till date.
Imo State University, Owerri.	2016-2019
The Polytechnic, Ibadan.	2012-2014
The Polytechnic, Ibadan.	2009-2011
Baptist Girls' College, Idi Aba, Abeokuta.	1998-2005
Lisabi Primary School 1, Ijoko Abeokuta.	1993-1998

2. Academic Qualifications Obtained (with dates):

M.Sc in Marketing	in View
B.Sc in Marketing	2019
National Youth Service Corps (NYSC)	2016
Higher National Diploma in Marketing	2014
National Diploma in Marketing	2011
National Examination Council Nov/Dec	2008
School Leaving Certificate	2005
First School Leaving Certificate	1998

3. Professional Qualifications with Dates:

C. Working Experience with Dates

- i. Part-time Lecturer, The Polytechnic, Ibadan. 2018-till Date
- ii. Class Teacher, Oba Abass Aleshinloye Secondary School,
Ibadan 2015-2016
- iii. Industrial attachment (Sales Representative) Hiras
Publication Limited. 2011-2012

D. Award and Fellowship (if any)

E. Member of Academic Professional Bodies

F. Publication (if any)

- i. Sales Promotion and Customer Patronage of Selection Food and Beverages
Companies in Lagos State Nigeria. (Africa Research Corps Network Journal)
- ii. The Impact of Physicians Word of Mouth Advertisements on Consumer
Behaviour towards Over-The Counter Medicine. (Africa Research Corps Network
Journal)

Signature

Date

The University Compliance Certification

This is to certify that this Thesis was written by **Damilola Grace, RASHEED** with Matric No. **LCU/ PG/00242** in the Department of Management and Accounting, Faculty of Management

and Social Sciences, Lead City University, Ibadan in full compliance with approved University format.

Signature

Date

Do Not Copy, Lead City University, Nigeria