

Customer Relationship Management Practices and Loyalty to Fashion Outfits among Students at Auchi Polytechnic

MAMUDU Oshiozekha Ganiyu^{1*} & OGEDENGBE Frank Alaba Ph.D.²

¹Lecturer I, Department of Business Administration and Management
School of Administration, Business and Management Studies
Auchi Polytechnic, Auchi, Edo State, Nigeria

²Senior Lecturer, Department of Business Administration
Nile University, Abuja, Nigeria

**For correspondence, email: ogmamudu@auchipoly.edu.ng*

Abstract

This study explored the relationship between customer relationship management (CRM) practices and customer loyalty in the fashion industry among students at Auchi Polytechnic. A cross-sectional research design was employed to collect data from 350 students using a structured questionnaire. The demographic analysis showed that the sample consisted predominantly of females (57.1%), with the majority of respondents aged 21-23 years and male (42.9%). Multiple regression and correlation analyses were conducted to assess the impact of CRM practices such as Customer Data Management (CDM), Customer Support Services (CSS), and Feedback Utilisation (FBU) on customer loyalty. The findings reveal that all CRM practices examined have a positive and significant relationship on customer loyalty. Specifically, Feedback Utilisation (FBU) exhibited the strongest relationship ($\beta = 0.383$; $p < 0.05$), followed by CDM ($\beta = 0.301$; $p < 0.05$) and CSS ($\beta = 0.102$; $p < 0.05$). This study concludes that effective CRM practices, particularly the strategic use of customer feedback, significantly enhance customer loyalty, providing valuable insights for fashion brands aiming to build long-term customer relationships. It was recommended that fashion brands should prioritise the effective collection and utilisation of customer data to personalise the shopping experience.

Keywords: Customer Data Management, Customer Support Services, Customers Loyalty, Fashion outfits, Feedback Utilisation.

INTRODUCTION

The Nigerian fashion industry has undergone significant transformation due to its dynamic and competitive nature. This transformation is marked by the blending of traditional craftsmanship with contemporary fashion trends (Hughes, 2023). Nigerian designers have leveraged their indigenous cultural heritage with global fashion sensibilities to create distinctive styles that have attracted international recognition (Osimen, 2024). This unique fusion has allowed the Nigerian fashion market to emerge as an integration hub of creativity where local fashion outfits are gaining a foothold on the global stage.

The industry's growth has also been fuelled by advancements in digital technology, social media, and increased access to global markets which have enabled local designers to showcase their creations to a worldwide audience. This global exposure has, in turn, created new business opportunities for Nigerian fashion brands and allowed them to expand their consumer base and compete in international markets. However, with this expansion comes increased competition, both from within and outside the country. As Nigerian fashion brands strive to maintain their competitive edge, it has become increasingly essential for businesses to adopt effective strategies to build and retain customer loyalty.

In this competitive environment, customer relationship management (CRM) has emerged as a vital tool for fashion businesses. CRM, in its essence, revolves around building and maintaining long-term relationships with customers. By fostering meaningful connections, businesses can enhance brand loyalty, improve customer satisfaction, and ultimately boost their overall performance. This is particularly important in the fashion industry where consumer preferences are constantly evolving and loyalty can be difficult to sustain. In Nigeria's fashion sector, where brands are constantly competing for attention and patronage, implementing effective CRM strategies is essential for long-term success. CRM allows fashion businesses to personalise customer experiences, better understand consumer preferences, and provide tailored services that encourage repeat purchases.

Despite the growing recognition of the importance of CRM in the business landscape, there remains a significant gap in academic research that explores its impact on business outcomes in the Nigerian fashion industry. Fiiwe, Egele, Ozo and Obasiabara (2023) pointed out that while CRM has been acknowledged as a valuable business tool across various sectors, few empirical studies have examined its direct contributions to the success of fashion brands in Nigeria. Specifically, limited attention has been paid to how CRM strategies influence critical performance metric such as customer loyalty in the fashion industry.

This research gap is germane given the fast-paced and highly competitive nature of the fashion industry in Nigeria. As local brands strive to differentiate themselves in a crowded marketplace, the ability to build and maintain customer loyalty is essential for long-term survival. Yet, without a deeper understanding of how CRM strategies are implemented and how they affect key business outcomes, many fashion brands may struggle to optimise their customer relationship efforts.

Mamudu & Ogedengbe. CRM practices & loyalty to fashion outfits among students

This study addressed this gap by investigating the relationship between CRM practices and customer loyalty in the Nigerian fashion industry. The study examined specific CRM strategies such as customer data management, customer support services, and feedback utilisation. It sought to understand how these practices influence customer loyalty in the fashion sector. By conducting an empirical analysis, this study aims to provide valuable insights into the role of CRM in fostering long-term customer relationships and ensures that Nigerian fashion brands can remain competitive in an increasingly globalised and competitive marketplace.

LITERATURE REVIEW

Customer Loyalty in Fashion Industry

Customer loyalty is a deep-rooted relationship a customer develops with a brand or company which is characterised by consistent repeat purchases, positive word-of-mouth, and a preference for that brand over its competitors (Huang, Wang, Chen, Deng & Huang, 2020). In marketing, customer loyalty is regarded as one of the most invaluable assets a business can cultivate. This is primarily because retaining existing customers is often more cost-effective than acquiring new ones. Unlike transactional relationships, loyalty encompasses an emotional connection that is founded on trust, satisfaction, and a history of consistent positive experiences.

In the Nigerian fashion industry, customer loyalty emerges as a crucial determinant of long-term business success (Ledikwe, 2020). The industry is marked by intense competition and a vibrant combination of traditional and contemporary styles. This makes it imperative for fashion brands to devise effective strategies to promote loyalty. The ability of Nigerian fashion designers to create unique and culturally resonant designs is pivotal in engendering this loyalty. However, it is essential to recognise that product quality alone is insufficient to guarantee sustained customer retention. Fashion businesses must prioritise creating an overall superior customer experience that spans product quality, service delivery, and post-purchase engagement.

The increasing utilisation of social media has also transformed the landscape of customer loyalty in Nigeria. Fashion brands that leverage social platforms effectively can enhance their visibility and accessibility and promote a closer connection with their target audience (Malhotra & Bhattacharyya, 2022). Social media provides a powerful tool for brands to engage in direct dialogue with consumers and enhance real-time feedback and a sense of community. Additionally, the influence of fashion influencers cannot be overstated; these individuals can sway consumer preferences significantly, and brands that collaborate with respected figures in the industry often enjoy a boost in credibility and consumer trust.

Personalisation has emerged as an increasingly vital component in the quest for customer loyalty. Today's consumers expect tailored services and products that reflect their individual tastes and preferences. This demand for personalisation necessitates that brands integrate robust customer relationship management (CRM) practices. Effective CRM allows brands to collect and analyse customer data to offer personalised promotions, recommendations, and communications. Brands can foster deeper emotional connections with customers by creating a tailored experience to enhance loyalty. Finally, the significance of post-purchase engagement

cannot be overlooked. Engaging customers after the sale can reinforce their decision to choose a particular brand and encourage repeat purchases and positive word-of-mouth. Brands that actively seek feedback, offer loyalty programmes, and maintain regular communication are more likely to cultivate a loyal customer base.

Customer Relationship Management and its Practices

Customer relationship management (CRM) is a strategic approach that focuses on understanding, anticipating, and responding to the needs and preferences of customers. At its core, CRM involves the systematic collection and analysis of customer data to enhance interactions and foster long-term relationships (Guerola-Navarro, Gil-Gomez, Oltra-Badenes & Soto-Acosta, 2024). This approach is pivotal for businesses seeking to improve customer satisfaction, loyalty and retention.

CRM encompasses various practices and technologies that facilitate effective communication and personalised marketing efforts. By integrating data from multiple channels such as sales, customer service, and social media, organisations can create comprehensive customer profiles that inform decision-making. This enables businesses to tailor their offerings, deliver targeted communications, and anticipate customer needs.

In today's competitive landscape, effective CRM systems are increasingly essential for businesses across industries. They empower organisations to identify trends, measure customer engagement, and evaluate the effectiveness of marketing strategies. Successful implementation of CRM can enhance customer experience and lead to increased profitability and a stronger competitive advantage. Three of such practices namely customer data management, customer support services and feedback utilisation are explored in this study.

Customer Data Management (CDM): It is a fundamental practice in customer relationship management (CRM) that plays a critical role in enhancing customer interactions and business decision-making. It involves the systematic collection, organisation, and analysis of customer information to improve engagement, personalise experiences, and foster long-term loyalty (Rane, 2023). CDM enables businesses to create a comprehensive view of each customer by integrating various sources of customer data such as purchasing history, preferences, demographic details, and interactions.

Effective customer data management is essential for developing targeted marketing strategies, improving service delivery, and optimising communication channels (Payne & Frow, 2016). It allows businesses to segment customers into distinct groups based on their behaviour and preferences, facilitating personalised marketing efforts. For instance, companies can tailor product recommendations, promotional offers, or content to individual customer needs to increase the likelihood of conversion and repeat purchases. Furthermore, well-structured CDM can aid in identifying trends and patterns that provide valuable insights for refining business operations and strategies. The practice of managing customer data also addresses the critical issue of data privacy and security, as companies are entrusted with sensitive personal information.

Mamudu & Ogedengbe. CRM practices & loyalty to fashion outfits among students

Customer support services: They are a fundamental component of CRM practices that serve as a key touchpoint between businesses and their customers (Buttle & Maklan, 2019). In today's competitive environment, effective customer support can significantly enhance customer satisfaction, foster loyalty, and contribute to long-term business success. CRM encompasses a range of strategies aimed at managing a company's interactions with current and potential customers. Customer support services as a subset of CRM provide direct assistance to customers, addressing their inquiries, resolving issues, and offering guidance (Galitsky, 2020). These services play a critical role in shaping the customer experience, as they are often the primary way customers engage with a business after their initial purchase. Whether delivered through call centres, online chat systems, or social media platforms, efficient and responsive customer support ensures that customers feel valued and their concerns are promptly addressed. Moreover, customer support services enable businesses to gather valuable feedback that can inform product improvements and service enhancements. By maintaining open lines of communication with customers, businesses can better understand their needs and preferences, which in turn allows them to tailor their offerings more effectively. This feedback loop not only enhances customer satisfaction but also helps businesses anticipate potential issues and proactively address them. Incorporating robust customer support services into a CRM strategy is therefore essential for building and maintaining strong customer relationships. It promotes trust and reliability, which are key to sustaining customer loyalty. In addition, by integrating customer support with CRM systems, businesses can ensure that all interactions are documented, allowing for a more personalised and seamless experience for customers over time.

Feedback utilization: This is a critical component of Customer Relationship Management (CRM) that enhances the customer experience and strengthens loyalty. In today's competitive marketplace, organisations are increasingly reliant on feedback to gain insights into customer preferences, concerns, and expectations. The strategic use of feedback allows businesses to tailor their products and services to meet customer needs more effectively, fostering a positive relationship between the organisation and its clientele (Liu & Chen, 2023). Effective feedback utilisation begins with the systematic collection of customer responses through surveys, interviews, focus groups, or digital platforms. This feedback provides valuable data that can be analysed to identify patterns, areas of dissatisfaction, and opportunities for improvement. The key to success lies not just in gathering this information, but in how it is processed and acted upon. Feedback should be treated as a dynamic resource, informing decision-making processes across all levels of the organization (Sharma, Mithas & Kankanhalli, 2014). When customer feedback is used to refine services, address complaints, and innovate, it demonstrates to customers that their voices are heard and valued. This responsiveness builds trust and loyalty, as customers perceive the business as attentive to their needs. Moreover, feedback utilisation as a CRM practice also aids in customer retention. Addressing negative feedback in a timely and constructive manner can mitigate dissatisfaction and prevent customer churn (Barlow & Møller, 2008). By showing commitment to continuous improvement based on customer insights, organisations can foster long-term loyalty and enhance their reputation. Additionally, positive feedback can be leveraged to reinforce effective practices and celebrate success, thereby motivating employees and enhancing internal performance.

Theoretical Review

This study is built on relationship marketing theory. The theory is widely attributed to Berry (1983) and later expanded by Grönroos (1994). The theory posits that businesses should focus on creating and maintaining long-term relationships with customers rather than merely pursuing single transactions. This theory emphasises customer retention and satisfaction and advocated for sustained interactions that provide mutual benefits for both the customer and the company. The essence of the theory is that businesses can achieve a competitive advantage by fostering trust, commitment, and loyalty through ongoing relationships.

The theory rests on several key assumptions. First, it assumes that the cost of acquiring new customers is higher than the cost of retaining existing ones. Therefore, maintaining long-term relationships with current customers is more economically viable (Hunt, Arnett & Madhavaram, 2006). Second, the theory presumes that customer satisfaction and loyalty are built through trust, which emerges from consistent, reliable, and quality service. Third, it assumes that customers value emotional and personal connections with brands, leading to long-term loyalty when these relationships are cultivated. One key critique is that it may overemphasise long-term relationships at the expense of addressing immediate market dynamics, particularly in highly competitive or rapidly changing industries like fashion (Möller & Halinen, 2000). The theory assumes that relationships always translate into profitability, which is not always the case. Additionally, the theory may not fully account for customer heterogeneity, as not all customers' desire or value long-term relationships with brands (Grönroos, 1994). Some consumers prefer transactional engagements based solely on convenience or price, especially in industries where product cycles are short, as in fashion.

The theory is highly relevant to this study because fashion is a dynamic sector where customer preferences evolve rapidly, yet brand loyalty remains critical. In the Nigerian context, where traditional values and personal connections often influence purchasing behaviour, relationship marketing could offer insights into how fashion brands build lasting connections with customers. Nigerian fashion outfits that personalise customer experiences, leverage social media to engage consistently, and offer after-sales services may cultivate loyalty. However, the critique that not all customers desire long-term relationships also holds true in this context, especially with the rise of fast fashion and price-sensitive consumers. Therefore, while the theory provides a valuable framework, it must be applied with an understanding of both relational and transactional consumer segments in Nigeria's diverse fashion industry.

Empirical Review

Gonu, Okeniyi and Agyapong (2024) investigated the effects of customer relationship management (CRM) practices on organisational performance in Ghana's banking industry. The study focused on the mediating roles of customer satisfaction and loyalty. A descriptive survey design was used and 420 bank customers were sampled using multi-stage sampling techniques. Data were collected through questionnaires and analysed using partial least square structural equation modelling. The findings revealed that CRM practices positively impact organisational performance with the effects becoming significantly stronger when customer satisfaction and loyalty mediate the relationship hierarchically. The study highlighted the importance of CRM

Mamudu & Ogedengbe. CRM practices & loyalty to fashion outfits among students

practices in enhancing performance in commercial banks and suggested that branch managers should prioritise the development and maintenance of effective CRM systems.

Khan, Salamzadeh, Iqbal and Yang (2022) examined the relationship between Customer Relationship Management (CRM), company reputation, and customer loyalty, with customer satisfaction mediating these connections in the context of Pakistani small and medium-sized enterprises (SMEs). The research highlighted the importance of customer satisfaction in shaping company reputation and fostering loyalty, particularly in turbulent markets like Pakistan. Data were collected from 217 respondents in registered firms based in Islamabad and Rawalpindi, verified by the Small and Medium-sized Enterprises Development Authority (SMEDA). The results indicated that both CRM and company reputation have a positive and significant impact on customer loyalty. Additionally, customer satisfaction was found to partially mediate the relationship between CRM, company reputation, and customer loyalty. The study recommends that businesses focus on trust-building and employ strategies such as advertising and public relations to influence customer behaviour and enhance loyalty.

Anyasor and Njelita (2020) examined the product and seller factors influencing customer loyalty and patronage in quick service restaurants in Awka, Anambra State, Nigeria. The study employed a survey research design and data were collected from 399 patrons through questionnaires. The analysis revealed significant positive relationships between price fairness, food quality, personnel quality, customer trust, restaurant image, and atmosphere, and customer loyalty. Additionally, a positive correlation was found between customer loyalty and patronage. The study recommends that restaurant managers innovate and adapt their offerings to enhance customer engagement, thereby ensuring sustained patronage and profitability.

Abekah-Nkrumah, Yaa-Antwi, Braimah and Ofori (2021) investigated the impact of Customer Relationship Management (CRM) on patient satisfaction and loyalty. Two-stage sampling method was employed and data were collected through structured questionnaires from 788 patients across three healthcare facilities (public, quasi-public, and private) in Greater Accra, Ghana. The analysis utilised descriptive statistics and regression via a partial least squares-based structural equation model. Findings reveal a significant positive correlation between CRM, patient satisfaction, and patient loyalty, with patient satisfaction also positively influencing loyalty. Furthermore, the study indicates that socio-demographic variables, such as education, health facility ownership, health insurance status, and gender, do not significantly affect the relationship between CRM and either patient satisfaction or loyalty, nor do they directly influence these outcomes.

METHODOLOGY

Research design: This study employed a cross-sectional research design to explore the link between Customer Relationship Management (CRM) practices and loyalty to fashion outfits among students at Auchi Polytechnic. The cross-sectional design allowed for the collection of data at a single point in time. This approach is efficient for assessing CRM practices and their impact on customer loyalty.

Population, sample and sampling technique: The population for this study consists of students enrolled in the School of Administration, Business and Management Studies at Auchi Polytechnic. This demographic is chosen due to its relevance in the fashion market, as students are often key consumers in this sector. The academic environment also provided a unique opportunity to assess how CRM practices influence loyalty among young, tech-savvy consumers who are frequently engaged with fashion brands through social media and digital platforms.

A sample of 400 students in the School of Administration, Business and Management Studies at Auchi Polytechnic was randomly selected for this study to ensure a robust representation of the population. The selection of students is crucial, as their experiences and preferences can provide valuable insights into CRM practices in the fashion industry. Convenience sampling was employed as the sampling technique for this study. This method was chosen due to its practicality and efficiency in reaching the target population in the constraints of time and resources.

Research instrument: Data were collected using a structured questionnaire designed to measure participants' perceptions of CRM practices and their corresponding loyalty to fashion outfits. The questionnaire included Likert-scale questions to facilitate quantitative analysis. The scale was adopted from previous studies.

Method of data analysis: Data analysis was conducted using descriptive statistics, correlation and multiple regression analyses. Descriptive statistics provided an overview of the demographic characteristics of the respondents, as well as their perceptions of CRM practices and loyalty levels. Correlation analysis was employed to examine the relationships between CRM practices and customer loyalty to identify the strength and direction of these associations. Finally, regression analysis was utilised to explore the predictive power of CRM practices on customer loyalty. All the analyses were conducted using Statistical Packages for Social Sciences (SPSS) version 24.

RESULTS AND DISCUSSIONS

This section presents the analysis of the data collated from the administered questionnaire. The analysis was carried out with the aid of the IBM SPSS 24 software. Out of 400 copies of the questionnaire administered, 350 were found usable. The response rate is 87.5%.

The demographic variables include: gender, age, level of study and frequency of purchase. The result is presented in Table 1 below.

Table 1: Respondents demographics

Demographic Characteristic	Category	Frequency	Percentage
Gender	Male	150	42.90%
	Female	200	57.10%
Age	18-20 years	120	34.30%

Demographic Characteristic	Category	Frequency	Percentage
	21-23 years	150	42.90%
	24-26 years	60	17.10%
	27 years and above	20	5.70%
Level of Study	National Diploma (ND1)	100	28.60%
	National Diploma (ND2)	90	25.70%
	Higher National Diploma (HND1)	80	22.90%
	Higher National Diploma (HND2)	80	22.90%
Frequency of Purchase	Monthly	150	42.90%
	Every 2-3 months	120	34.30%
	Once a semester	50	14.30%
	Rarely	30	8.60%

Source: Researchers' computation (2024)

In terms of gender, Table 1 showed that the sample comprises 150 males (42.9%) and 200 females (57.1%), indicating a predominantly female population. Age distribution shows that 120 respondents (34.3%) fall within the 18-20 years category, while the largest group, 150 students (42.9%), is aged 21-23 years. Additionally, 60 respondents (17.1%) are aged 24-26 years, and 20 students (5.7%) are 27 years and older. Regarding the level of study, Table 1 also showed that 100 students (28.6%) are in the National Diploma (ND1) programme, and 90 (25.7%) are in ND2. The Higher National Diploma (HND1) and HND2 levels have equal representation, with 80 students each, accounting for 22.9% of the sample. When examining purchasing habits (frequency of purchase), Table 1 also showed that 150 respondents (42.9%) report shopping for fashion items monthly. Additionally, 120 students (34.3%) purchase items every 2-3 months, while 50 (14.3%) do so once a semester, and 30 students (8.6%) shop rarely.

Table 2: Descriptive statistics of research variables

<i>S/N</i>	<i>Variables</i>	<i>Mean</i>	<i>Std Dev</i>
1	Customer Data Management (CDM)	3.57	0.644
2	Customer support services (CSS)	3.47	0.731
3	Feedback utilization (FBU)	3.55	0.699
4	Customer loyalty (CUL)	3.73	0.461

Source: Researchers' computation (2024)

Table 2 showed the mean and standard deviation scores for customer loyalty are 3.73 and 0.461. The mean scores for Customer Data Management (CDM), Customer support services (CSS) and Feedback utilization (FBU) are 3.57, 3.47, and 3.55 respectively.

Table 3: Pearson correlation coefficient

		CUL	CDM	CSS	FBU
CUL	Pearson Correlation	1	.567**	.429**	.595**
	Sig. (2-tailed)		.000	.000	.000
	N	350	350	350	350
CDM	Pearson Correlation	.567**	1	.412**	.635**
	Sig. (2-tailed)	.000		.000	.000
	N	350	350	350	350
CSS	Pearson Correlation	.429**	.412**	1	.432**
	Sig. (2-tailed)	.000	.000		.000
	N	350	350	350	350
FBU	Pearson Correlation	.595**	.635**	.432**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	350	350	350	350

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

Source: Researcher’s computation (2024)

The Pearson's correlation coefficients presented in Table 3 indicate a positive and significant relationship between customer loyalty (CUL) and the following variables: CDM ($r = 0.567$, $p < 0.05$), CSS ($r = 0.429$, $p < 0.05$), and FBU ($r = 0.595$, $p < 0.05$). These findings demonstrate that all correlation coefficients among the constructs are below the threshold of 0.80. According to the benchmark established by Bryman and Cramer (1997), this result suggests that multicollinearity is not present in the model.

Table 4: Relationship between CRM practices and customer loyalty

Independent Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.857	0.209	-	4.095	0.000
Customer Data Management (CDM)	0.301	0.057	0.280	5.250	0.000
Customer support services (CSS)	0.102	0.028	0.164	3.598	0.000
Feedback utilization (FBU)	0.383	0.060	0.346	6.423	0.000
$R^2 = 0.435$; $Adj R^2 = 0.430$; F-Statistic = 88.903; F-Statistic (Prob) = 0.000; Durbin-Watson = 2.015; Number of Observation = 350 Dependent Variable: Customer Loyalty (CUL)					

Source: Researcher’s computation (2024)

Table 4 indicated that customer loyalty (CUL) has a positive and significant relationship with all the investigated CRM practices. Specifically, the relationships are as follows: CDM ($\beta = 0.301$; $p < 0.05$), CSS ($\beta = 0.102$; $p < 0.05$), and FBU ($\beta = 0.383$; $p < 0.05$). The coefficient of determination (R^2) value of 0.435 suggests that the CRM practices collectively account for 43.5% of the variation in customer loyalty. Additionally, the F-statistic of 88.903 is significant at $p < 0.05$, indicating a statistically significant relationship between the dependent variable and the independent variables as a group.

Discussion of Findings

Firstly, the study found that a positive and significant relationship exists between customer data management and customer loyalty. The positive correlation suggests that effective management of customer data enables organisations to personalise experiences, build trust, and ultimately promote loyalty (Khan et al., 2022; Rane, 2023). This finding is particularly relevant in the context of industries like fashion where customer preferences can be dynamic. A significant relationship between CDM and loyalty indicates that firms adept at data management are better positioned to develop strong customer relationships and a competitive edge.

Secondly, it was found that a positive and significant relationship exists between customer support services and customer loyalty. This suggests that effective customer support plays a crucial role in fostering and maintaining customer loyalty. When customers receive prompt, reliable and personalised assistance, it will strengthen their commitment to the brand or service provider (Guerola-Navarro et al., 2024). This finding aligns with established customer relationship management theories, which highlight the importance of customer interaction and service quality in building long-term relationships. The positive correlation also indicates that improvements in customer support services directly enhance customer loyalty.

Finally, the research findings revealed a positive and significant relationship between feedback utilisation and customer loyalty. This suggests that when businesses actively collect, analyse, and incorporate customer feedback into their operational and strategic decision-making processes, it enhances customer loyalty (Liu & Chen, 2023). Feedback utilisation serves as a mechanism for organisations to understand customer needs, preferences, and pain points, thereby improving customer satisfaction and fostering stronger relationships. The significance of this relationship implies that fashion outfits can benefit from establishing systematic feedback mechanisms as part of their Customer Relationship Management (CRM) practices to cultivate a loyal customer base.

CONCLUSION AND RECOMMENDATIONS

This study has demonstrated that effective Customer Relationship Management (CRM) practices are crucial in fostering customer loyalty among students at Auchi Polytechnic in the fashion industry. The positive and significant relationships identified between customer data management (CDM), customer support services (CSS), and feedback utilisation (FBU) highlight the essential role these practices play in shaping loyalty. With CRM practices collectively accounting for 43.5% of the variation in customer loyalty, it is clear that businesses

can enhance loyalty by investing in data management, improving customer support, and incorporating customer feedback into their operations. The study recommends that:

- i. Fashion brands should prioritise the effective collection and utilisation of customer data to personalise the shopping experience. This can improve customer satisfaction and strengthen long-term loyalty.
- ii. Businesses in the fashion industry should focus on delivering prompt, efficient, and personalised support. Adequate training for staff and the implementation of reliable support systems are key strategies to improve customer loyalty.
- iii. Fashion organisations should systematically collect and utilise customer feedback to refine their products and services. This practice will foster greater customer engagement and loyalty by addressing customer needs and preferences.

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Mamudu & Ogedengbe. CRM practices & loyalty to fashion outfits among students

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