

# Brand Competitiveness and Customer Communications Management Strategies: A Conceptual Diagnosis and Prescriptions or the Work Organizations

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## Abstract

This study examined the relationship between customer communications management strategies and brand competitiveness in the context of workplace organizations. The study employed qualitative content analysis with indept literature review as the study's method of investigation. Conceptually, customer communications management strategies is the exchange of customers' driven and value adding, interactions between the organization and the market in order to enhance the relationships value as well as managing customers' experiences of the firm's brands, goods and services. Brand competitiveness is the ability of the work organization to provide brands with superior economic value for the market relative to competing brands in the industry. Various empirical literature were reviewed on the nexus of this discourse in relative industries – sectors and superior evidences are abound that, customer communications management strategies positively and significantly improves both firm's competitiveness and their performance. We therefore conclude that, customer communications management strategies improves brand competitiveness of work organizations. The study recommends that, management of organizations should make significant investments in customer communications management in a more interactive, personalized, consistent and just-in-time fashion. This will significantly improve brand competitiveness of work organizations in the marketplace.

**Keywords:** Brand competitiveness, Customer communications, management strategies, diagnosis, prescriptions, work organizations.

## Introduction

Companies operating in different sectors of an economy provide different products and services for their markets and at the same time create values for their shareholders and contribution to economic growth and development through employment and tax revenues to the citizenry and the nation respectively (Umenwaliri et al, 2021). Historically, companies operating in relative sectors of the Nigerian economy have made their contributions in the areas of consumer value creation, job creation, maximization of shareholders wealth and driving economic growth and development (Olabinjo, Enagu & Esoso 2020). Hence, players in different industries have attracted economic growth by driving economic activities through the creation of values in the marketplace.

Most recently, due to low patronage in most industries and fluctuating delivery of business volumes, organizations are struggling to survive in the marketplace in order to continue in business with a view to meeting the expectations of their stakeholders; employees, customers, suppliers; distributors, agents, community and the publics (Rizea & Parpandeh 2009). Again, the intense competitiveness in the industries have led to some

of the institutions losing their customers for the competition or peers' brands in the marketplaces (Ollor & Simon, 2020). Thus, customers transition from one organization to another is prevalent in the industries due to relative product and service qualities including differences in customers' engagement and relationships management (Ollor & Simon, 2020). The loss of market share by companies in their industries is occasioned by relative brand performance and customers experience management (Shafique, Ahmad & Hussain, 2015).

Furthermore, the loss of viable market share experienced by companies in their industries is impacting operational activities and performance outcomes such that, most of the players and their executive management are seeking various ways on how to mitigate customers' frequent transition or exit from their brands and to ensure continuous performance of the work organization (Cyril, Samuel, Meshach & Reuel, 2019). Thus, due to frequent customers' transition from one brand to another in the industries, companies are

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experiencing relative market share, sales and profit growths which are negatively impacting the competitiveness of brands in their industries (Ollor & Simon, 2020).

Brand competitiveness is the strategic dimension of brand marketing, it is also seen as an operational activity of the workplace where the product, service or company's brand successfully satisfy its customers through brand value propositions and consistently position itself competitively in the marketplace against peer brands (Zuniga-collazos, Castillo-Palacio & Padilla-Degado, 2019). Hence, brand competitiveness demonstrates ability of a company to design, produce and commercialize brands that are unique, distinctive and continuously fulfill the needs and wants, preferences and perception of the market or customer group better than the competition in the marketplace (Zuniga-Collazos, Castillo-Palacio & Padilla-Degado, 2019). Thus, the authors defined brand competitiveness as the design, development and implementation of a brand strategy not currently implemented by other brand offerings which provides superior value and satisfaction to the market for sustainable competitive advantage in the industry.

Brand competitiveness is the ability of a company to provide brands with superior economic value for the market relative to competing brands in the industry. It is the superiority by which firms provide brand offerings in the form of goods, services, ideas and persons which meet or exceeds customers' expectations compared to competing brands in the market or industry (Winzar, Baumann & Chu, 2018). Thus, for a brand to achieve competitiveness and competitive advantage in their industries, various marketing strategies and choices should be made and operationalized in the marketplace. This is with no exception of customer communications management strategies. Customer communications management strategies is the exchange of customers' driven information and interactions between the company and the market in order to enhance the relationships value as well as managing customers' experience in the marketplace (Antora-Fani, 2016; Havir, 2016).

Customer communications management strategies is a construct that supports customers' interactions with a range of tools and processes. It is the marketing strategy employed to improve the creation, delivery, storage and retrieval of outbound communication (Adeyemi, 2021). Customer communications management system in most companies are traditionally seen as

transmitting customer driven information which defines frictionless journey for customers with a view to ensuring success of a company's product or service brand (Cesarini et al., 2006). Hence, customer communications management strategy is the process of planning, organizing, directing and controlling the transmission of messages and information that are outbound which are intended to improve customers' engagement and ensure broader visibility and market acceptance of the firm's brand (Adeyemi, 2021). Managing communications and outbound interactions with customers in a consistent fashion, will always be beneficial to the customers and the brands.

Due to the frequent involvement of customers in brand switching in most industries and the attendant competitions in the marketplace among brands. This study seeks to conceptually examine customer communications management strategies and brand competitiveness from the theoretical diagnostic and prescriptive lens for work organizations.

#### **Methodology, Methods/Materials**

This study employed a qualitative research method, content analysis was adopted with in depth literature review as the study's method of investigation.

#### **Theoretical Framework**

##### **The Social Exchange Theory**

Social exchange theory is a social psychological and sociological paradigm that illustrates social exchange and stability or way of agreed exchanges between parties in transactions. The theory is of the view that human relationships are products of subjective cost benefit analysis and the comparison of alternative offerings. This theory was developed by the pioneering scholar, George Homans in 1958. He articulated that social exchange is the exchange of value or activity which are tangible or intangible, rewarding and costly between people.

The social exchange theory is premised on the exchange of value for value between at least two people. This is usually in a business situation involving two parties; an organization and its customers or at least two parties in a transaction exchanges. The theory was further reinforced by Peter Blau and Richard Emission. Blau worked on economics and utilitarian paradigm while Richard in contrast focused on reinforcement principles which are premised on the fact that people base their subsequent social move and engagement based on past experiences.

Importantly, Homans in 1958 gave a summary of

the social exchange theory encompassing three dimensions, success proposition, stimulus proposition and deprivation. Thus, people tend to repeat actions which they are rewarded, which is success proposition dimension of social exchange theory. Again, behaviour that was not treated well will not be reinforced, this justifies stimulus and deprivation. Humans developed this theory to help people in transaction exchanges to understand the workings of business relationships or any relationships and why people should stay and remain in same relationships. Thus, the theory was developed to explain better the issue of communication and interactions among parties in transactions (Murtanto, 2019).

The fundamental focus of the social exchange theory is that human base their behaviour in rational calculations based on the maximization of individual gains and profit. Again, most people in transaction exchanges value acceptance, loyalty, financial support, affection and comparison and will find it comfortable to stay with the relationship that reinforces or enhances these rewards. People stay on relationships that reward their social status (Murtanto, 2019). Again, cost arise whenever there is negative reward or value for an individual transaction exchange. Example, relationship that cost us money, time, efforts are the adjustments we make to coordinate with parties in transactions.

The implication of the social exchange theory to the present study is that customer communications management involves parties in transaction exchanges, the organization and the customer. The theory helps the company and customers to enhance their engagement, communication and drive successful business relationships between parties in business. Again, customers repurchase behaviours and communication with the business experiences is based on past experiences with companies, product and service offerings. The theory, therefore, helps the organizations customer communications management efforts in order to improve better customer experience. Social exchange theory enhances customer experience management in the market.

### **The Concept of Brand Competitiveness**

The business environment is dynamic and ever changing. Industries are now in a state of high competition among companies and their associated products or services brands. This foregoing is largely due to globalization and liberalization of markets which have made the world a common marketplace being driven by information, communication and transportation technologies (Opara & Adiele, 2014; Kimemia,

Gakure & Waititu, 2014). A business product or service brands can only survive if it can be competitive in the market. For a brand to be a significant player and have market dominance, it must have competitive advantage by providing more economic values that are superior in the market relative to competing brands in the industry (Kimemia, Gakure & Waititu, 2014).

Today, most industries in Nigeria and other developed or emerging markets are experiencing competition among domestic and multinational brands. The competition focused organizations will adapt their brand offerings to attain superiority among peer brands in the industry or market. Brand competitiveness implies economic strength of a brand offering relative to competing brands in the industry (Claude, 2018). According to the scholar, brand competitiveness is the ability of a brand to create superior economic value for customers or the market relative to competing brands in the market. This foregoing encompasses an organization's ability to design, manufacture, market and distribute product or service brands which are superior compared to the brand offerings of the competition (Claude, 2018).

According to Johansson (2003), competitiveness could be defined as the situation where a brand offers better value, high quality or low prices to the market. This means, brand competitiveness is the ability of a brand offering superior value, high quality or low prices for its target market (Johansson, 2003). Hence, for a company to provide superior brand for the market in the form of products and services, it must have robust organizational structure, business processes and support systems. Brand competitiveness is the deliberate efforts of firm's leaders to continuously improve their brands for innovation, creativity and productivity to outperform peer brands in the market (Johansson, 2003; Kotler & Keller, 2012). Thus, there are some factors that will lead a brand to competitive advantages and subsequently drive superior performance. These variables are internal knowledge development, technological leadership, new brand introduction, new market exploration etc (Okerefor, Ogungbangbe & Anyanwu, 2015).

Brand competitiveness in the context of corporate brand, is underscored by the organization having comparative advantage in the areas of productivity, human capital, finance, research and development, marketing and distribution compared to the competition in the industry (Olamade, 2015). Hence, for a corporate brand to attain competitiveness, the company should have superiority in the foregoing factors relative to peer brands in the industry. (Olamade, 2015). The

institution should always nurture and develop these factors with a view to ensuring that these variables are superior to the internal resources of the competition (Atkinson, 2013; Dedkova & Blazkova, 2014). Thus, this is the premise upon which the company can attain competitiveness and earn above average return in the market.

Brand competitiveness is the means and ways by which company's brands in the form of products should set priorities for their brand offerings to survive in the market in terms of market dominance or sustainable competitive advantage (Roman *et al.*, 2012). Thus, some of the priorities that set the brand outstanding are reduction of product or service delivery time, quality products, quality services, low prices, low production marketing and distribution costs etc. These output factors are largely driven by efficient use of firms' resources human capital, financial resources, organizational structure, information and communication technology etc.

The competitiveness of a brand is made possible when organizations management introduce new production technologies that are efficient in relationship to cost and time and the development of high-quality products or services brands for the market (Ku, Mustapha & Goh, 2010). Hence, technologies that are cost and time saving in the production of merchandize will help to produce competitive advantage for the corporate brand. Thus, a corporate brand could be competitive and create value in the market more than its rival brands, when it has harmony with environmental variables and has good positions in its internal determinants (Kazemi *et al.*, 2019). Brand competitiveness of a corporate, product or service brand should provide superior value for the market relative to peer brands in the industry. This will lead to brand's competitive advantages and continuous performance of the organization. Brand competitiveness characteristics or proxies are Brand knowledge, brand infrastructure, brand capabilities and brand relationship (Dima, (2017); Gupta, Gauear, Rudd, & Foroudi, (2020)

### **The Concept of Customer Communications Management Strategies**

The concept of customer communications management strategies is the process of planning, organizing, directing and controlling the transmission of messages and information that are outbound which are intended to improve customers engagement and ensure broader visibility and market acceptance of the company's brand. Customer communications management strategies is a construct that supports customer interactions with a range of tools and processes. It

is the marketing strategy employed to improve the creation, delivery, storage and retrieval of outbound communications (Cesarini *et al.*, 2006; Nadube, 2021). Customer communications management strategies systems in most organizations have traditionally been purpose built for transmitting regulatory and compliance communications which defines frictionless journey for customers with a view to ensuring success of a company's product or service brand (Adeyemi, 2021; Cesarini *et al.*, 2006). Thus, managing the communications and outbound interactions with customers which are consistent will always be beneficial to the customers and the brands (Nadube, 2021).

According to Cesarini *et al* (2006), customer communications management strategies could be defined as the strategy to improve the creation, delivery, storage and retrieval of outbound communications, including those of marketing, new product introduction, renewal notification, claims correspondence and documentation and bill and payment notifications. It involves the management of the flow of information within a company or between multiple companies. It focuses on reaching a company's target audiences; consumers, employees, vendors, media groups etc by planning and implementing different methods of communication (Antora-Fani, 2016). Thus, great customer experience is a fundamental sustainable competitive advantage and differentiating factor in keeping the market and achieving financial results. Organizations should be customer centric so that they will create highly rewarding customers' experience.

Customer communications management strategies employ communications strategies that are consistent, personalized, relevant, interactive and just-in-time. However, successfully managing customer communications across the customer value chain requires the employment of the right resources to operationalize the communications effectiveness in order to achieve impactful and result oriented outcomes for the benefit of the market and the organization Nicoleta & Anisoara, 2017; National Rural Health Resource Centre, 2013). Thus, modern marketing requires more than developing a good product or service, pricing the offering and distributing to end users. The organization should communicate effectively with existing and potential customers, employees, distributors, suppliers, agents and the publics (Adeyemi, 2021). Importantly, the issue is not whether to just communicate to the market but to communicate superior value in the form of products and services to the market better than the competition.

Effective communication is highly laudable in customer communications and is one of the conditions to achieving organizational success and growth. It is important for the creation of a successful workplace as communication touches on the strategic planning process of an organization (Sphao, 2013; Dickson & Tourish, 2004). This will assist the company in providing high quality service delivery and customer satisfaction which improves customer's loyalty, retention and achievement of customers lifetime value and overall profitability and success of the work organization. In today's world of business, customer communications is employed by workplace management to build sustainable customer satisfaction and enhanced competitiveness and competitive advantage in the market or industry.

Customer communications management strategies bring about success as well as goodwill for both the company and customers. Companies differentiate themselves among their peers in the market, create strong relationships with customers through effective customer-business communications management strategies. This brings about relationships building and bonding with customers. Again, communication with customers in the market has become a laudable trend in many fields. Customers receive messages and information which are targeted to communicate value in order to capture their attention for business relationships and retention (Rusko & Heilmann, 2010). Thus, it is important that the organization manage its communication messages in a personalized, interactive and consistent manner through various marketing communication media.

The management of communications and associated information and message exchanges with the target customer group is highly important. Maintaining a good customer communication management is important in all businesses. From handling queries, managing appointments and responding to technical matters for both internal and external customers, all businesses and organizations are required to provide excellent customer communication management strategies to ensure the smoothness and efficiency of their operations (Dima, 2016). Hence, competitive customer experience is a key sustainable competitive advantage for corporations and differentiating factor in keeping the valued customers and achieving concrete financial results. It is therefore important to always to constantly dialogue with both existing and potential customers and managing the

communication interface of the organization and the market.

Customer centric organizations are exceptionally performing better than their peers. They excel at the most challenging part of customers' experience. Customer communications management employs strategies or choices that make the communications to be consistent, personalized, relevant, interactive and just-in-time.

However, successfully managing customer communications across the customers' journey and its various touchpoints is highly challenging. The delivery of digital experiences depends upon seamless technology combination or integration and the ability to evolve along with customer expectations (Dima, 2016; Cesarini *et al.*, 2006). Managing customers communications and interactions will assist the organization deliver consistent results, ensure compliance with customers messaging standards, reduction of the chances for human errors and build relationships and rapport and strengthen the company's overall bonding and relationships with the customers (Kotler & Keller, 2006).

Communication is a critical component of customer experience. Through management of communication with customers, organizations are able to manage customer experience. Through communication management, the management of organization gives adequate attention to customer experiences with the company, its products and services. It is the responsibility of the workplace executives to deliver the best experience possible and leave positive lasting impression for customers. The company does this by focusing on taking control of managing customer communications across a variety of marketing communications channels (Kotler & Keller, 2016). Customer communications management strategies is employed to improve the creation, delivery, storage and retrieval of outbound customer communications. Many institutions choose to make significant investment in customer communications software as well which is used to support business in achieving these goals by providing customized communication solution.

Furthermore, communicating with customers can make or break relationships with the market. Therefore, what an organization communicate, how they communicate, and the outlet employed for the communication matters a lot more than the way the organization think. The work organization should fine-tune its communication

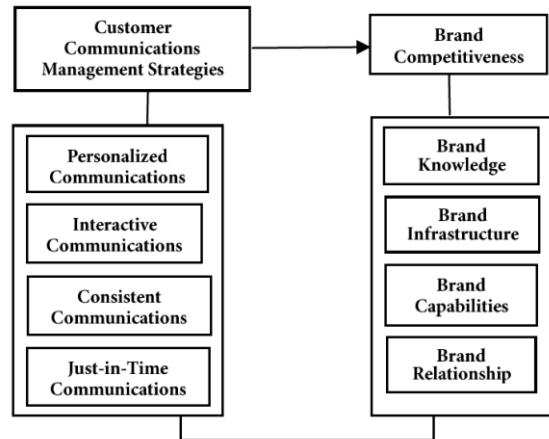
practices to deliver cohesive brand voices and higher communication and messaging standards. The solution to the foregoing is customer communications management strategies. With proper customer communications management, the company can establish a standardized approach to how the firm and its employees interact with customers and a cohesive brand voice (Adeyemi, 2021). This creates a unified brand experience that employees can consistently reference and use. The goal of customer communication management strategies is to be able to interact with the market with communication messages that offers the content, tone, voice, design, brand image and customization (Cao *et al.*, 2018). Again, the company should be able to communicate with customers across the marketing communication channels and develop choices in how best to regulate customers interactions (Zuniga-Collazos, Castillo-Palacio, Padilla-Delgado, 2019).

The management of customer communications should encompass a wide variety of activities. The company should focus on more than just what it intends to communicate and embrace the experiences of customers. How customers perceive the company's content either in the online environment or offline communications space. Customer communications management strategies provide organizations with one of the most essential links between the company and the customers. Again, taking control of the company's customer communications offers a myriad of benefits to the business (Saba, 2021). Thus, customer communication management strategies technology should be integrated with campaign management, content management. When customers communication management strategies is integrated with other business systems, it will provide high quality messages as well as the ability to centralize communication into one place to deliver communications channel experience (Anda, Akbiyik & Karkar, 2016). The next section discusses the dimensions of customer communications management strategies. The advantage of customer communication management strategies is that it helps companies to effectively manage customers' needs and wants, their preferences and perceptions for products and services. Again, it supports customer's experience management. The drawbacks however is the cost associated with managing customers data.

Customer communication management strategies is the process of planning, organizing, directing and the controlling the two-way

interactions and information flows between the work organization and the customers. It is the endeavor or proper utilization of resources by company's management to achieve the customers' communication goals and objectives. Therefore, these choices on strategies are; personalized communications, interactive communications, consistent communication and just-in-time communication strategies which are the proxies of customer communications management strategies.

### Conceptual Model of Study Variables



**Figure 1. Conceptual Framework of the Relationship between Customer Communications Management Strategies and Brand Competitiveness.**

Source: Dima, (2017); Gupta, Gauear, Rudd, & Foroudi, (2020)

### Customer Communications Management Strategies and Brand Competitiveness

The management of communications activities with the firm's target market enhances the competitiveness of the company and its brand offerings in the marketplace. This foregoing is highly supported with empirical studies. Adeyemi (2021) investigated the impact of communication on customers' satisfaction in the context of industry in Kwara State of Nigeria. The study employed regression analysis and the findings of the study are that communication channels and message design positively and significantly impact customer satisfaction. Again, communication channel positively and significantly impact customer loyalty in the context of industry in Kwara State, Nigeria. These findings are consistent with the study findings of Dushyenthan (2012), the scholar studied the impact of interactive marketing on customer satisfaction in a context specific of mobile communication service providers in Srilanka. The study made use of independent sample T-test and the Analysis of variance and the finding revealed

that interactive marketing contribute positively and significantly customer satisfaction.

Managing communications with the market improves brand competitiveness and brings about workplace performance. Nosratouah and Araz (2018) studied the nexus between customer communications management and business performance. The study was conducted in a mathematical model approach in the context of Exascale organization. The study made use of mathematical modeling and the finding of the study revealed interactive customers' communications has positive and significant relationship with business performance. In the same vein, Aali *et al* (2019) evaluated the role of organizational leadership in customer loyalty through managing conflict between employees and customers in the context of agricultural bank of Iran. The study employed the structural equation modeling and the findings of the study indicate that managing conflict has indirect and positive effect on customer loyalty through the mediating influence of relationship quality. Again, it was also revealed that managing conflict has direct and positive effect on trust, commitment and customer satisfaction in the context of agricultural bank of Iran.

Furthermore, customer communications management through the implementation of customer relationship management framework brings about customer acquisition, maintenance and retention. Becker, Greve and Albers (2016) studied the impact of technological and organizational implementation of customer relationship management on customer acquisition, maintenance and retention in the context of 400 companies in European nations. The study employed a qualitative research design, and the findings of the study revealed that customer relationship management positively and significantly impact customer acquisition, maintenance and retention in a context specific of European organizations. This finding is in agreement with the empirical works of Dima (2016). The scholar x-rayed insight into customer communications management and business performance in the context of current state and future projections. The study employed qualitative research method, and the results of the study indicate that customer communications management significantly improves business performance.

Moreso, customer communications management improves customer satisfaction, loyalty and retention. Ghavami and Olyaei (2006) studied the impact of customer relationship management on

customer retention. The study employed qualitative research design, and the findings of the study is that customer relationship management positively and significantly impact customer loyalty, satisfaction and retention. This finding is consistent with the empirical works of Nicoleta and Anisoara (2017), the scholars examined the improvement of communication and relationship with customers using models to measure their value. The study made use of qualitative research design, and the finding of the study revealed that customer communications significantly improve customers' value. Managing communications and relationships with customers enhance customers' value and brings about the performance of the work organization.

In addition, customer communications management through customer relationship management brings about personalization and customization of services. Muhammad and Abdullah (2019) studied the nexus between customer relationship management, big data enabled and personalization and customization of services. The study employed qualitative research method, and the finding of the study revealed that customer relationship management with big data has enabled business to become more aggressive in terms of marketing strategy. This finding is corroborated with the works of Hassan *et al* (2015), studied the effect of customer relationship management customer satisfaction in the context of Shell company in Pakistan. The study employed a quantitative research method, and the findings of the study revealed that customer relationship management has significant effect on customer satisfaction.

Similarly, communication with customers through management of the marketing communications disciplines improves business performance. This foregoing is highly supported with the empirical works of Mumel, Hocevar and Snoj (2007), the scholars evaluated how marketing communications correlates with business performance. The study employed the Pearson Product Moment Correlation, and the finding of the study revealed positive and significant relationship between marketing communications and business performance. This finding is consistent with the works of Bruno and Damjana (2012), the scholars examined the model of marketing communications effectiveness on organizational performance in the context of Slovenian organizations. The study employed structural model and the ANOVA model. The finding of the study indicates that marketing communications positively and significantly influence organizational performance.

Importantly, customer contact management in the market brings about customer loyalty. This position is validated with the works of Jones and Farquhar (2003), the scholars investigated the nexus between customer contact management and customer loyalty in the context of retail banking industry in the United Kingdom. The study employed a quantitative research design, and the finding of the study indicates that customer contact management positively and significantly correlates with customer loyalty. The study concluded that deposit money banks and building societies should manage customers' contacts to achieve high levels customer satisfaction to improve customer loyalty. Communicating with customers through customers touch points brings about loyalty of customers.

Customer communications management operationalized through relationship marketing practices influence customer loyalty positively and brings about business performance. This foregoing is supported with the empirical work of Anabala, Narteh and Tweneboah-Koduah (2012), the authors investigated the relationship between relationship marketing practices and customer loyalty in a context specific of the banking industry in Ghana. The study employed the multiple regression analysis, and the finding of the study revealed that the dimensions of relationship marketing practices; trust, competence, conflict handling, commitment, communications, social and financial bonds cumulatively had significant positive effect on customer loyalty of banks in Ghana. The implementation of relationship marketing orientation in the marketplace enhances customer loyalty and brings about retention of customers in the market.

Marketing communications which is employed to engage customers in the market enhance financial services delivery. This position is validated with the study of Frimpong (2014), the scholar evaluated the concept of marketing communication in financial services delivery. The made use of qualitative research strategy approach and the finding of the study revealed that marketing communications significantly improves financial services delivery. This foregoing result is corroborated with the works of Onditi et al (2014), the scholars carried out analysis of marketing communication tools and sales performance in the context of public service bus organizations in Mombasa in Kenya. The study employed a correlational research design, and the findings indicates that marketing communication tools; advertising, personal selling, sales promotion, direct marketing and

public relations significantly improves sales performance of public service bus organizations in Mombasa in Kenya.

Customer communications management is a laudable predictor of customer behaviour and successful business performance. This position is supported with the study of Mumel, Hocevar and Snoj (2007), the scholar investigated how marketing communications correlates with business performance. The study employed a quantitative research design with a correlational investigation. The findings of the study is that marketing communications positively and significantly correlates with business performance. From the expositions above, customer communications management implemented by the three-star hotels industry in South-south Nigeria will bring about brand competitiveness of the companies in the industry.

### Discussion of Findings

1. This study examined the relationship between customer communications management strategies and brand competitiveness.
2. The empirical literature survey highly supports the nexus between customer communications management strategies and brand competitiveness (Adeyeni, 2021; Dushyenthan, 2012; Nosratouach & Araz, 2018; Nicoleta & Anizoa, 2017; Muhammad & Abdullah, 2019).
3. Thus, it was revealed by extant literature that, the implementation of customer communications' management strategic framework significantly improves organizational competitiveness and brand performances in various industries and sectors. Therefore, institutions that make investments in customer communications management in a more effective and efficient manner, results into better customer engagement, improvement of sales, brand competitiveness and superior performance in the markets or industries.

### Conclusion

This study theoretically examined the relationship between customer communications management strategies and brand competitiveness. From the empirical literature survey, we conclude that, customer communication management strategies significantly improve brand competitiveness of work in the industries. Investments in customer communications management strategies by organizations will bring about brand competitiveness. Hence, to ensure company's

brand, product or service brands, workplace management should make significant investments in customer communications management strategies or choices.

### Recommendations

The following recommendations were made.

1. Management of organizations should invest in personalized communications. This will enhance brand knowledge and relationship building which will significantly improve brand competitiveness of work organizations in the marketplace.
2. Marketing management of firms should leverage interactive communications with customers in the marketplace. This will enhance customer engagement; relationships deepening and bring about brand competitiveness of firms in the market.
3. Management of workplaces should ensure that customer communication is consistent throughout their value delivery chain. This will enhance brand knowledge, infrastructure, capabilities and relationships and significantly improve the competitiveness of the brands in the industries.
4. Marketing management should leverage on just-in-time communications with customers. This will ensure customer retention, customer lifetime values and significantly improve brand competitiveness of work organizations in the market.

### Policy/Managerial Implications

The policy/managerial implications of this study is that, it will be a practical guide to practitioners of various industries and sectors both in Nigeria and the foreign nations. Especially, on how best to engage with customers, deepen relationships and build successful brands across industry – sectors.

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