



EXPERIENCE MARKETING AND CUSTOMER RETENTION IN THE NIGERIAN TELECOMMUNICATIONS INDUSTRY

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ABSTRACT: *The Nigerian Telecommunications Industry is classified as the fastest-growing and most competitive Telecommunications industry in the world. It has the largest subscriber base in Africa with over 150 million subscribers. Due to the increased competitiveness in the telecommunication industry in Nigeria, customer retention has become the focus of telecommunication providers. It is in this light that this paper is built. Hence, the general objective of the paper is to determine the effect of experience marketing on customer retention in the Nigerian Telecommunications industry. The study made use of primary data gotten through a validated set of structured questionnaires which was distributed to a selected sample of 402 respondents within the six states of the south-south geo-political zone of the Niger Delta Area of Nigeria, which are Akwa-Ibom, Bayelsa, Calabar, Edo, Delta and River States. The paper adopted correlation and regression analysis to test the formulated research questions and hypotheses. After the analysis, it was discovered that there was a strong and positive effect of experience marketing on customer retention in the Nigerian Telecommunications industry. The study, therefore, concluded that Customer Service Quality, Customer Brand Relationship, and Customer Emotional Experience are good indicators and dimensions of Experience Marketing that could increase the degree to which customer retention is enhanced in Telecommunication Firms in Nigeria. Hence, it was recommended, among others, that Telecommunication operators in Nigeria must switch from the traditional marketing approach to an experience-based marketing strategy if they want to remain relevant and competitive in the globalised telecommunication industry.*

KEYWORDS: Experience marketing, experiential marketing strategy, customer emotional experience, customer service quality, customer-brand relationship.



INTRODUCTION

The behaviour of consumers in today's purchase intention is that they are not only willing to buy a product, but they intend to have a lasting experience in the consumption process. If this is achieved, the consumer goes a long way to assist the organization to build the brand image of their product. However, Schmitt (2003) opined that experience has become a critical element for the consumers of today. Experience occurs as a result of encountering things and thus, experience is the stimulation of a single event, for example, marketing before and after purchasing (McLuhan, 2008). Experience is involved in living elements and is usually caused by directly observing or participating in events, no matter if the events are real, dream-like or virtual. Though, the experience is usually not unprompted but induced.

Personal experience and consumer emotions are strong and viable marketing strategies that can influence consumer purchase decisions (Smith and Wheeler, 2002; Kotler and Keller, 2006; Xiao, 2004). Personal experiences seem to be helpful in connecting with a brand and making intelligent and informed purchasing decisions. When done right, it is the most powerful tool to win customer loyalty (Smith and Wheeler, 2002). Kotler and Keller, (2006) stated that emotion, based on consumption, impacts a consumer's satisfaction judgment. Essentially, an outstanding customer experience will definitely lead to customer satisfaction which normally will result in establishing customer brand loyalty. Inherently, consumers who are brand loyal may be willing to pay more for the brand because they perceive some special value in the brand that no other brand can provide (Xiao, 2004).

One must suggest that a well-designed experience engages the consumer, becomes memorable and allows for a free interpretation as it is non-partisan. He further attests and supported Shaw and Ivens (2005) that the growth of quality, intensity, meaning and value are outcomes of an experience. Positive experiences need to become institutionalised within the system so that all touch points deliver the brand essence. This approach will guarantee that there is no gap between the brand promise and the brand delivery and attempts to connect consumers with brands in personally relevant and memorable ways and also gives customers an opportunity to engage and interact with brands, products, and services in sensory ways (Ponsonby-McCabe and Boyle, 2006).

The Problem

The growth in the telecommunication industry in Nigeria has brought along with it outstanding opportunities and aggressive challenges to stakeholders in the industry. The opportunities have led to a wide range of completion among the major telecom companies which has led to the scrambling for the saturated customer base in the industry. As a result of this aggressive competition, the primary challenge facing all the mobile operators in Nigeria is the conception, development, and execution of various marketing activities that would lead to engaging new subscribers, but also retention of the existing ones who would then become loyal customers. There are inundating arguments supporting the truism that it is more expensive to win new customers than to keep existing ones. The competition is exacerbated by the aggravated reduced switching costs among the subscribers of the various networks, which is evident in the frequency with which they (subscribers) freely enter and leave the networks. In terms of financial expenditure, it costs subscribers as low as N100 to acquire a SIM (Subscribers Identification Module) and this makes it cheaper for subscribers to easily switch from one network to another. The significant negative effect of this is the gross inability of the GSM



operators to retain and evoke existing customers' loyalty. With the competition becoming tough, service providers in the GSM market realised that retaining one's existing customer base is important, as much as the acquisition of a new customer.

Objectives

The broad objective of this study was to examine the relationship between experience marketing strategy and customer retention in the Nigerian telecommunications industry. Other specific objectives were to:

- (i) ascertain the influence of customer experience management on customer retention in the Nigerian telecommunications industry.
- (ii) determine the impact of customer service quality on customer retention in the Nigerian telecommunications industry.
- (iii) examine the extent to which customer brand relationship affects customer retention in the Nigerian telecommunications industry.

THEORETICAL FRAMEWORK

Traditional Marketing to Experience Marketing

The decision of shopping activities made by consumers in modern times is influenced by sensory factors to a certain degree, making experience marketing to become the prevalent trend. However, consumers in today's market purchase products not only for problem-solving or product functions but also for fun and enjoyment (Verhoef, 2003). Buying behaviour is no longer simply rational for consumers. In the late 1970s, some researchers started asking questions related to the information processing perspective and identified that some important consumption phenomena were neglected (Ismail, 2010). The phenomena which were ignored include various playful leisure activities, esthetic enjoyment and emotional responses. The research on consumer behaviour has changed from the traditional view of rational choice to emotional or affective needs. The experiential perspective regards consumption as a subjective state of consciousness with a variety of symbolic meanings, hedonic responses and esthetic criteria (Allorza, 2008).

Pine II and Gilmore (1999) identified that the economic value has progressed from commodities, goods and services to experiences. Distinct experience can differentiate itself from competitors and charge the price at a premium. Moreover, it is no longer enough to offer good products or services in a competitive environment. Schmitt (1999) identified that marketing has progressed into a new stage, which focuses on experiences rather than functions or packages. Moreover, the concept of experiential marketing is helpful for marketers to find market niches instead of involving in price wars or product function competition.

The research on experiential consumption is getting noticed recently. For example, Schmitt proposed the experiential modules, which include sense, feel, think, act and relate (Schmitt, 1999). Nevertheless, the effect of experiential marketing on consumer behaviour still needs to be explored. Nevertheless, consumer behaviour needs to be explored due to the effects of experiential marketing. Researchers have pointed out the importance of experiential marketing



in arts (Petkus, 2004), tourism (Hannam, 2004) and sports research focused on introducing the concept of experiential marketing. This paper takes telecommunication as an example and collects empirical data to explore the experiential elements and experiential process of consumers, so as to provide better evidence regarding the potential impact of experiential marketing on revenues.

According to Kotler (2003), there are two types of marketing: Traditional and modern marketing. Modern marketing has overtaken traditional marketing due to the emphasis on the concepts of customer experience and experiential marketing. Kotler (2003) also mentioned that there are more companies that have started to develop non-rational images and they ask psychologists and anthropologists to create and improve messages to make deep soul touch for the consumers. Holbrook (2000) believed that when markets enter into the period of experiential marketing, the major focus will change from product performance to experience performance. Table 1 describes the differentiation between traditional marketing with modern marketing.

Table 1: Traditional marketing versus Experience marketing

	Traditional marketing	Experience Marketing
Focus	Product features and benefits	Holistic consumer experience
Scope	Narrow definition of product categories and consumption	Broader consumption situation and socio-cultural context.
Customer Mental Model	Rational decision maker	Rational and emotional being- feeling fantasies and fun
Market's Approach	Analytical, verbal and quantitative	Eclectic, verbal, visual and intuitive

Source: Kotler, P. (2003). *Marketing Insights from A-Z: 80 Concepts Every Manager Needs to Know*. John Wiley and Sons Incorporated.

Customer Experience Management (CEM)

Customer Experience Management (CEM) involves managing a customer's experience with a product or service strategically (Saba, 2014). The focus of Customer Relationship Management (CRM) is the recording of transactions while building relationships with customers by focusing on experiences that customers have in course of their interaction with the firm. CEM takes customer relationships forward (Saba, 2014). Customer emotions need to be managed effectively to gain and retain customers. Management of customer emotions is important as customer emotions drive and destroy value in an organisation (Shaw, 2007) and contribute to relationship dissolution. Most importantly, most relationship dissolutions are based on intuition (Helm, 2005). In today's stiff competition, merely having a satisfied customer is not enough but strong loyalty can only be achieved if firms aim for a higher degree of customer satisfaction (Lilja and Wiklund, 2006). This gives relevance to a study on marketing from an experiential perspective.



Customer Service Quality

The fact that the perceived quality of the product is becoming the most important competitive factor in the business world has been the reason for naming the present business era as a quality era (Ahn et al; 2006). Consequently, service marketing intellectuals and researchers have offered several metaphors for this issue. For example, Choi et al.,(2006), Joseph (2010) and Venelis and Ghauri (2004) call it the most powerful competition weapon and Clow (1993) calls it the organisation's life-giving blood. Services are increasingly becoming a larger portion of many organisations regionally, nationally, and globally and are considered a tool for revenue streams. Today's knowledge-intensive services businesses require reliable methods of measurement, assessment, and improvement (Spohrer and Maglio, 2008). Service quality is determined by calculating the difference between two scores where better service quality results in a smaller gap (Landrum, et al., 2008).

Customer Brand Relationship

Customer brand relationship is developed over a period of time due to customers' previous experience with a brand (Bowden, 2009). The brand can be perceived as a mechanism that engages the buyer and the seller with the intention of creating a long-term customer-brand relationship, which is called the relationship builder. The customer-brand relationship is derived from the brand experience, brand knowledge and/or brand meaning that the customer associates with the brand. The relationship largely depended on the success of establishing a brand meaning, which is a crucial mediator between brand experience and customer brand relationship (Sahin, Zeir, and Kitapa, 2011). This is an important element since it is perceived to provide businesses with a competitive advantage by establishing a strong bond between the customer and the brand (Bowden, 2009).

Conceptual Framework

Customer Experience Management and Customer Retention

Engaging a customer through an experience is a way of giving dimensions, feel, and smell to a brand. On the other hand, Saba (2014) opined that customer experience management involves managing a customer's experience with a product or service strategically. He argued that the focus of customer relationship management is the recording of transactions, while customer experience management focuses on building relationships with customers by focusing on the experience that customers have in the course of their interaction with the firm. As a result, it is important to argue alongside Saba (2014), that the emotions of the customers needed to be managed effectively in order to gain and retain customers. Management of customer emotions is, therefore, relevant because they promote or demote an organisation's growth and survival. Shaw (2007) and Lilja and Wiklund (2006) both agree that customer relationship dissolution with the organisation is merely based on intuition, which is an emotional state of being. Even after attracting a customer, based on intuition, the customer may disregard the firm's product due to a perceived lack of experiential value or negligence. To retain such customers, organisations must strategically manage customer emotions. Again Lilja and Wiklund (2006) suggest that merely having a satisfied customer in today's competitive market is just not enough, but strong loyalty can only be achieved if a firm aims for a higher degree of customer satisfaction in order to achieve customer retention. From the foregoing therefore, we hypothesise that;



H₀₁: Customer experience management has no significant effect on Customer Retention in the Nigerian telecommunications industry. .

Service Quality and Customer Retention

Service quality has gained a great deal of attention from researchers, managers, and practitioners during the past few decades. Many scholars have studied the effect of service quality on customer retention (Oliver, 1980; Lehtinen and Lehtinen, 1982; Ennew and Binks, 1996; Ranaweera and Neely, 2003; Venelis and Ghauri, 2004). Their findings from these studies suggest that there is a direct correlation between service quality and customer behavioural intentions and retention. Services are increasingly becoming a larger portion of many organisations regionally, nationally, and globally and are considered a tool for revenue streams. Today's knowledge-intensive services businesses require reliable methods of measurement, assessment, and improvement (Spohrer and Maglio, 2008). Many service organisations decided to develop customer loyalty programs as a part of relations development activities. Hence, we postulate that:

H₀₂: Customer service quality has no significant effect on Customer Retention in the Nigerian Telecommunications Industry?

Customer Brand Relationship and Customer Retention

Customer brand relationship is developed over a period of time due to customers' previous experience with a brand (Bowden, 2009). The brand can be perceived as a mechanism that engages the buyer and the seller intending to create a long-term customer-brand relationship, which is called the relationship builder. The customer-brand relationship is derived from the brand experience, brand knowledge and/or brand meaning that the customer associates with the brand. The relationship between the customer-brand relationship and customer retention largely depends on the success of establishing a brand meaning, which is a crucial mediator between brand experience and customer brand relationship (Sahin, Zeir, and Kitapa, 2011). This is an important element since it is perceived to provide businesses with a competitive advantage by establishing a strong bond between the customer and the brand (Bowden, 2009). It is in this light that we hypothesise that:

H₀₃: Customer Brand Relationship has no significant effect on customer retention in the Nigerian telecommunications industry?

THE METHODOLOGY

The study adopted a cross-sectional survey research design because it aided the researcher to study a cross-section of the population at a single point in time. And at the same time, it enabled the researcher to assess public opinion on experiential marketing strategy and customer retention in the Nigerian telecommunications industry. The population was determined to be 258,199 which constitutes all the full-time students in the tertiary institutions that are situated in the six states of the south-south geopolitical zone of Nigeria. The specific respondents were selected using the stratified sampling technique because it allowed every element of each category of the population to be represented. Using the Yaro Yemen model, the sample size of the study was determined to be 402. Data was gathered from respondents using a structured



questionnaire that was personally delivered by the researcher with the aid of research assistants and collected on the spot to avoid delay in submission. The reliability of the instrument was determined using the Cronbach alpha method that is above 0.60. Finally, the data generated were analysed using correlation and regression analysis techniques.

THE RESULTS

Table 2: Regression analysis for customer experience management and customer retention.

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	5.631	.698		8.068	.000
Customer Experience Management (CEM)	.310	.035	.444	8.960	.000

Source: Analysis of field survey, 2015

Dependent Variable: Customer Retention (CR)

From table 2 above, results from the regression analysis indicated that customer experience management exhibited a significant positive effect on Customer Retention ($\beta = .444, 0.01$). Also, the critical value established 0.05 (5%) is greater than the calculated (.000) level of significance ($0.000 < 0.05$), the null hypothesis is rejected while the alternate is accepted implying that there is a significant positive relationship between customer experience management and customer retention.

Table 3: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.444 ^a	.197	.195	1.922

Source: Analysis of field survey, 2015

Table 3 reveals the extent to which customer experience management accounted for the change in customer retention indicated by adjusted R-Square, which shows that 19.5% (.195) of the change in customer retention is brought about by customer experience management.

**Table 4: Regression analysis for customer service quality and customer retention.**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	5.938	.633		9.382	.000
Customer Service Quality (CSQ)	.370	.039	.462	9.408	.000

Source: Analysis of field survey, 2015

Dependent Variable: Customer Retention (CR)

From table 4 above, results from the regression analysis indicated that customer service quality exhibited a significant positive effect on Customer Retention ($\beta = .462, 0.01$). Also, the critical value established 0.05 (5%) is greater than the calculated (.000) level of significance ($0.000 < 0.05$), the null hypothesis is rejected while the alternate is accepted implying that there is a significant positive relationship between customer service quality and customer retention.

Table 5: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.462 ^a	.213	.211	1.903

Source: Analysis of field survey, 2015

Table 5 reveals the extent to which customer service quality accounted for the change in customer retention indicated by adjusted R-Square, which shows that 21.1% (.211) of the change in customer retention is brought about by customer service quality.

Table 6: Regression analysis for customer-brand relationship and customer retention.

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	6.519	.766		8.509	.000
Customer Brand Relationship Management (CBR)	.249	.039	.334	6.402	.000

Source: Analysis of field survey, 2015

Dependent Variable: Customer Retention (CR)



From table 6 above, results from the regression analysis indicated that customer brand relationship exhibited a significant positive effect on Customer Retention ($\beta = .334, 0.01$). Also, the critical value established 0.05 (5%) is greater than the calculated (.000) level of significance ($0.000 < 0.05$), the null hypothesis is rejected while the alternate is accepted implying that there is a significant positive relationship between customer-brand relationship and customer retention.

Table 7: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.334 ^a	.111	.109	2.076

Source: Analysis of field survey, 2015

Customer Experience Management and Customer Retention

The result obtained from table 2 portrayed an extremely positive correlation coefficient values among the items that measure customer experience management and this points out to the fact that they will all appropriate measures of customer experience management. From table 4.9, the β value ($\beta = .444, 0.01$) indicated that customer experience management has a positive effect on customer retention. Table 4.10 shows the extent to which customer experience management accounted for the change in customer retention that is .195 (19.5%) represents the adjusted R^2 .

Similarly, the result of the hypothesis tested in table 4.18 revealed that there is a significant relationship between customer experience management and customer retention.

The implication is that customer Experience management can influence customer retention since customers have a higher degree of satisfaction due to the attractive environment, quality products, product accessibility, and efficient supply chain. This implies that efficient experience management created by a beautiful, serene, and pleasant retail environment by telecommunication companies can improve product quality and well as brand love. Also in building an efficient experience for customers, telecommunication companies can improve the efficient supply of chairs, location, product accessibility, and affordable pricing.

This finding is confirmed by the works of Saba (2014), Lilza and Wiklund (2006), and Robertson and Wilson (2008). According to Robertson and Wilson (2008), customer experience management is a brand-strengthening strategy that encourages customer retention when it is presented creatively and critically since it evokes emotions which have a long-lasting effect on customers.

Customer Service Quality and Customer Retention

From the analysis of data in table 5, an overwhelmingly positive correlation was observed among the variables of customer service quality. The overwhelming positive correlations suggest that they were all appropriate indicators of customer service quality. Table 6 showed that the β value ($\beta = .462, 0.01$) has a positive effect on customer service quality and customer



retention. In table 6, R^2 reported that 21.1% (.211) of the change in customer retention is explained by customer service quality. The result of the hypothesis tested in table 5 reported that there is a significant relationship between customer service quality and customer retention. The implication of this is that customer service quality can influence the instruments of exerting customer retention if customers put an important value on it. This can be achieved through the provision of reliable service, prompt responsiveness to customer complaints, and a higher level of customer empathy.

This is in line with the work of Robertson and Wilson (2008) who affirmed that connections are in the form of experiences that are personally relevant, memorable, interactive and emotional. According to Robertson and Wilson (2008), experiential marketing is a brand-strengthening strategy. How it is presented creativity is critical, since it needs to be immediately understood and relevant to the customer to have an impact. When used effectively and across channels, it can be awfully powerful, since experiential marketing can create memorable, relevant and often valuable experiences. Engaging a customer through an experience is a way of giving dimension, feel and smell to a brand. It can generate strong feelings that the customer takes away and internalizes for years to come (Schmitt, 1999).

Schmitt (1999) argued that customers respond to two main components of their service encounters (i.e. personal interaction encounters and physical environment encounters). These encounters are reflected by four dimensions of experiential value: efficiency, service excellence, aesthetics, and playfulness. The efficiency value reflects the utilitarian aspects of shopping and describes active investment in economic, temporal, behavioural and psychological resources that may result in a positive return (Schmitt, 2003). Battarabee and Koskinen (2005) argued that the perceived aesthetic value is a reaction to the consonance and unity of a physical object, cadency, or performance in retailing telecom products. For example, aesthetics can be captured in relevant visual elements of the retail environment (Mathwick, Malthora, and Rigdon 2001). It is noteworthy that, visual appeal is often provoked by the design and physical attractiveness of the shopping environment, while the entertainment dimension of the aesthetic response results from an understanding or appreciation of the retail display.

Customer Brand Relationship and Customer Retention

From the analysis of data in table 4.14, an overwhelmingly positive correlation was observed among the variables of the customer-brand relationship. The overwhelming positive correlations suggest that they were all appropriate indicators of customer-brand relationships. Table 4.15 showed that the β value ($\beta = .334, 0.01$) has a positive effect on customer s brand relationships and customer retention. In table 4.16, R^2 reported that 10.9% (.109) of the change in customer retention is explained by customer-brand relationships.

The result of the hypothesis tested in table 4.20 reported that there is a significant relationship between customer-brand relationship and customer retention. These results imply that developing an appropriate customer-brand relationship strategy will improve the degree to which customers are retained in the telecommunication industry because the customer will see the brand as a part of their existence and belonging, and not just as a product of the company. As it were, the customers will be at one with the product. This can be done by introducing



brand experience, brand trust, brand communication, and brand targeting. When customers have these feelings, their capacity of being retained improves over time.

The result affirms the conclusions of Groonos (2000), Lehtinen and Lehtinen (2010), and Caruana (2002). Groonos describes quality as consisting of three dimensions for which mental and behavioural domains are eminent behaviour describes feeling, emotions, intellect, and psychological frame of mind which are key elements in experiential marketing strategy. Telecommunication service provisions are expected to tap into the emotional appeal of the service provided by them to foster customer loyalty through repeat purchases. Spohrer and Maglio (2008) opined that customer services are increasingly becoming a longer portion of most organisations' regional, national, and global positioning strategy by creating atmosphere and strategic appeal. They opine that today's knowledge-intensive services businesses require reliable methods of measurement, assessment, and improvement in other to improve the quality of service delivery.

FINDINGS OF STUDY

Generally, the analysis of the data revealed that there was a strong and positive effect of experience marketing on customer retention in the Nigerian telecommunications industry. However, the specific findings with regard to the research questions were:

- i. Customer experience management was found to be statistically significant in explaining customer retention in the Nigerian Telecommunications Industry.
- ii. Customer service quality was found to be statistically significant in explaining customer retention in the Nigerian Telecommunications Industry.
- iii. Customer brand relationship was found to be statistically significant in explaining customer retention in the Nigerian Telecommunications Industry.

CONCLUSIONS

In light of the foregoing, the study provides empirical evidence to support the discussion that Experience Marketing has a significant effect on Customer Retention in the telecommunications industry in Nigeria. The findings revealed that Customer Service Quality, Customer Brand Relationship, and Customer Emotional Experience are good indicators and dimensions of Experience Marketing that could increase the degree to which customer retention is enhanced in Telecommunication Firms in Nigeria.

Specifically, Customer Experience Management as an indicator of Experience Marketing has a positive effect on customer Retention in the Nigerian Telecommunication industry. This is critical to evaluating customer experiences as the customers make calls, browse, chat, and engage socially in their chosen platforms.

It is also inferred that Customer Service Quality as an indicator of Experience Marketing has a positive significant effect on customer retention. It plays a vital role in competitive advantage



by allowing users to have a vast array of choices of the network in terms of service quality delivery.

Finally, customer Brand Relationship as a dimension of Experience Marketing has a positive effect on customer retention, and it is a viable tool to promote Brand trust, Brand Communication and Brand Targeting.

RECOMMENDATIONS

In line with the findings of the study, the following recommendations are hereby suggested.

1. As a result of changes in the Nigerian business environment that is fueled by technological changes and advancements and the fast-growing telecommunication industry, the re-emergence of customer experience management as a strategic tool and option cannot be overemphasised. This paper is thus giving a clarion call to marketing managers in this industry to imbibe customer experience management as a visible strategic option to help reverse the recessionary growth that is currently being experienced in the telecommunication industry.
2. Telecommunication operators in Nigeria must switch from the traditional marketing approach to an experience-based marketing strategy if they want to remain relevant and competitive in the globalised telecommunication industry. This is necessary because it is only when consumer buying experiences are factored into the product development process that they will be retained. Also, the standard marketing management practices of planning, budgeting, and giving accountability for customer retention will be synergized with an equal amount of excellent customer retention performance.
3. One critical method of enhancing customer retention is by handling customer complaints quickly, swiftly, and justifiably. It is in this light that we suggest that telecommunication operators should develop, implement and maintain a strategic documented complaints handling process that is critical to giving customers a worthwhile experience and a sense of belonging that will eventually lead to customer retention. As suggested by several authors in the field of complaint resolution in organizations, this experience-specific process must be customer focus, visible, accountable, objective, trackable, continually improved and must lead to closure. This they can achieve by developing interactions between the companies and their customers that are more rewarding and engaging for all stakeholders. This can be achieved through successful deployment and active involvement of organisational leaders and customers to really identify value for money, delivering promises as at when due and employing and training employees to be more customer and brand awareness.
4. Evidently, the core of customer retention is customer service delivery. The degree to which customers perceive satisfaction with the level of service delivery by companies will determine their retention capacity for the product and the organisation itself. In this light, managers and marketers must strategically identify the appropriate needs, wants, and desires of the customer in the telecommunication industry, and develop appropriate service delivery strategies to will meet such needs. This is critical because there is a positive and significant effect of customer service delivery on customer retention



(Hypothesis Two). Meaning that if the customers in the telecommunication industry in Nigeria have a high service delivery perception, the capacity to retain them invariably becomes high also.

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