Customer Experience Management and Marketing Wellness of Road Transport Firms in Nigeria

Dr. Chituru Gibson Ogonu
Department of Marketing, Faculty of Management Sciences, Rivers, State University, Nkpolu-Oroworukwo, PMB 5080, Port Harcourt, Nigeria

Hamilton-Ibama, Edith-Onajite Lolia (PhD)
Department of Marketing, Faculty of Management Sciences, Rivers State University, Port Harcourt, Nigeria

ABSTRACT
This study examined the relationship between customer experience management and marketing wellness of Road transport firms in Nigeria. The study adopted the cross-sectional survey in its investigation of the variables. Primary data was generated through structured questionnaire. A sample of 359 respondents was drawn from 3 Road transport firms in Port Harcourt. A sample size of 189 respondents was used for the study. The Taro Yamen's formula was used to determine the sample size. The hypotheses were tested using the Spearman Rank Order Correlation with the aid of Statistical Package for Social Sciences Version 23.0. The study findings revealed that there is a significant relationship between customer experience management and marketing wellness of Road transport firms in Nigeria and concluded that there is a relationship between both variables. The study recommends that Road transport firms in Nigeria should constantly be rediscovering better ways of enhancing its experiencing levels by observing the developments in the industry. Great companies worldwide that have invested in customer experience management systems have continuously recorded high performance.

Keywords: *Customer Experience Management, Marketing Wellness, New Product Success, Market Share*

1. INTRODUCTION

Peppers and Rogers (2005) posited that, customer experience has emerged as the single most important aspect in achieving success for companies across all industries. They defined Customer experience management (CEM or CXM) as a strategy that focuses the operations and processes of a business around the needs of the individual customer. In simple terms customer experience management represents the discipline, methodology and/or process used to comprehensively manage a customer's cross-channel exposure, interaction and transaction with a company, product, brand or service (Peppers & Rogers, 2005).

Customer Experience Management is a new kid in town commented Gauri, Debabrata and Brian (2008). Just when business entities are becoming comfortable with the idea of customer relationship management (CRM), a new phenomenon has emerged: customer experience management (CEM). The premises of CRM and CEM are different when compared side by side. Gauri, *et al* (2008) posited that the life blood of CRM can be stated in the following way: Every time company personnel and customer interact, the company learns something about the client. By doing call reports this is capturing, sharing and analyzing and acting upon this information entities can better manage customer profitability. But the philosophy of customer experience management (CEM) says that every time a company and customer interact the customer learns something about the company to the emotional and experiential benefit of the client, which now determines their behavior. So customer experience management is a strategy that focuses the operations and processes of a business around the needs of the individual customer by trying to understand the emotional and experiential side from a customer's lenses (Gauri, *et al*. 2008).

Gauri, *et al*. (2008) Business like life is dynamic - not static; it should adopt CEM strategy to remain buoyancy. The one unpardonable sin of business or nature is to stand still and cease to grow. And in all nature, to cease to grow is to perish. To refresh our memories there were great empires of antiquity like Egyptian, Babylonian, Persian, Greece, Roman and Turkish, that went into extinction all when they ceased to grow. On prehistoric era in the animal kingdom there existed the largest meat-eating dinosaur called Giganotosaurus that was over a hundred feet long and as big as a house; there was again the Tyrannosaurus that had the strength of a locomotive and was the last word in frightfulness; and lastly the Pterodactyl or Flying Dragon—all the giant monsters of Prehistoric Ages which have long gone into extinction because they ceased to serve a useful purpose. They did not know how to meet the changing conditions. They stood still—stagnated - while the life around them passed them (McCreadie, 2010). One would argue that the same phenomenon will take effect if business today does not adopt customer experience management as a new game strategy of doing business.

Enterprises all over the world today face intense competition caused by globalization and hence they need to run and outsmart their rivals by application of new game strategy. Consequently, enterprises look for tools that provide a competitive advantage (Wright, Eid & Fleisher, 2009). The new global economy has no respect for cadastral and geographical boundaries and opens its doors only to all those who engage it first, there is little or no room for laggards. Today's giants might not be the same tomorrow, and those that are considered small today could well become the leaders of tomorrow if they know the best formula. Hence, the indisputable relevance of customer experience management as a tool for securing distinctive competence and competitive advantage. The purpose of this study is to examine the relationship between customer experience management and marketing wellness of road transport firms in Nigeria. In view of this, an attempt was made to address the following research questions:

- To what extent does customer experience management relate with new product success of Road transport firms in Nigeria?
- To what extent does customer experience management relate with market share of Road transport firms in Nigeria?

Fig.1 Conceptual Framework for the relationship between customer experience management and marketing wellness

Source: Desk Research, 2020

2. LITERATURE

Concept of Customer Experience Management

Customer experience (CE) is an elusive and indistinct notion. It's a difficult construct to define, let alone measure, because of its multiple elements and individualized, personal nature. A multitude of CE definitions appear in literature; Gentile *et al* (2007), for example, propose that CE consists of interactions between customers and companies. Through various interactions with the firms, customers develop sentiments that reflect their involvement from rational, emotional, sensorial, physical or spiritual angles. Meyer and Schwager (2007) stated that CE refers to internal feelings of customers when facing various interactions with firms, whether direct (e.g. usage, service consumption and purchase) or indirect (e.g. online reviews, word-of-mouth and advertising). According to this definition, companies that compete to achieve a satisfactory CE must orchestrate all customer contacts, direct or indirect, during the service process. Therefore, the CE construct should be holistic and involve customers' cognitive, affective, emotional, social and physical (behavioral) responses. Managing CE might not be completely under firms' control; it might involve elements that companies have difficulty influencing, such as other customers in the service setting (Harris and Daunt, 2013) or online reviews (Sparks & Browning, 2011).

Verhoef *et al.* (2009) noted that CE encompasses activities in different stages, such as search, purchase, consumption, disposition and other related activities. Puccinelli *et al.* (2009), examine CE from a consumer behavior perspective, and connect specific aspects of those behaviors - "goals, schema, information processing, memory, involvement, attitudes, atmospherics, consumer attributions, and choices" - with CEM strategies. According to Grewal *et al.* (2009), because CE encompasses every moment of truth in which customers interact with a firm, product or service, CEM must entail a business strategy that results in a mutually beneficial relationship between the firm and its customers. Palmer (2010) suggests three key constructs - involvement, emotions and interpersonal relationships - that either parallel or contribute to CE.

Recent research suggests that CE is derived not only from interactions in employee-customer dyads but also from broader networks of actors, stakeholders, customers, suppliers, managers, frontline employees and brands (Jaakkola *et al*, 2015; Verleye, 2015). This interactive, co-created perspective reflects the rise of customer collectives organized around shared interests and complicated service delivery networks that encourage various suppliers and providers to contribute to the creation of CEs (Akaka *et al.*, 2015; Verleye, 2015). CE is the result of co-creation during interactions among customers, employees and a range of other stakeholders (Caru & Cova, 2015). Therefore, CEM in contemporary markets must go beyond the customer-provider dyad and service encounters.

CEM studies reflect three disciplinary perspectives: *marketing* (including technology and social media), *operations* (including service design) and *human resources* (including organizational behavior and strategy). Marketing scholars study the positive implications of creating superior CE and advocate for the importance of this concept (Grewal *et al*, 2009; Klaus & Maklan, 2013). Several studies connect CE to the management of customer relationships in multichannel environments, noting the importance of insights into the experiences customers have through various encounters with firms or brands (Chan, 2005; Frow and Payne, 2007).

The operations management perspective directs attention to service delivery and the role of service design in facilitating superior CEs (Teixeira *et al*, 2012). In this view, CEs are created during the navigation of the service process; the smoothness and efficiency of the process is a key concern for managers, especially when the service involves multiple channels and service providers (Patricio *et al*, 2008).

Studies that draw their theoretical foundation from human resource management (HRM) research highlight the importance of the people factor, that is, of employees within the organization who help shape CEs. The HRM perspective also emphasizes the importance of selecting service-minded employees and providing them with service-focused training; in addition to an empowered environment and the overall service climate, such factors are critical for managing CEs (Gazzoli *et al.*, 2013; Zhang *et al*, 2014a).

Although transportations managers embrace CEM as a key goal (Bharwani and Jauhari, 2013), only a limited number of studies focus on CEM (Johnson *et al*, 2009; So & King, *et al.*, 2010).

Johnson *et al* (2009) examine the management of *service quality* and *emotions* across 'customer relationships. They find that it is important to balance service quality and price to enhance joyful experiences. Ryu and Jang's (2008) study reveals six service facility factors -aesthetics, ambience, lighting, service product, layout and social - that have positive influence on customers' perception of upscale restaurant experiences. Morgan *et al* (2008) examine the role of *employees, processes and physical evidence,* and how they can be used to manage customer's experiences.

The transport firms provide customers with a unique opportunity to share services with fellow customers. It is these collective experiences that enhance the individual's perception of a personal experience, such as a crowded parks experience. Therefore, customer-to-customer interaction is a critical factor in many transports services. Nicholls (2011) highlights the role of culture, the value it brings to customer-to-customer interaction and its subsequent influence on CE. Businesses pay close attention to building relationships with their customers, but another important interaction that can exert a profound impact on the service experience is with the social environment (Verhoef *et al,* 2009). The social environment refers to interactions among customers in a service .setting (Garg *et al,* 2012); it is an important focus of investigations in transportation settings. For example, in their investigation of customers traveling experiences, Andersson and Mossberg (2004) uncover evidence that other customers are one of six key drivers of customer satisfaction. The interaction that determines service experiences is not a customer-provider dialogue but rather a "trialogue" involving other users too.

Marketing Wellness

Marketing wellness describes the health of a firm as an outcome of marketing programmes and activities measured against stated marketing objectives or compared to the health of competing firms (Ateke & Kalu, 2016). It is a measure of the extent to which the firm achieves its marketing objectives in relation to its marketing programmes and activities (Ateke & Iruka, 2015). It assesses the contributions of the firm's marketing efforts to its corporate objectives (Buzzel, Gale & Sultan, 2005). Marketers have developed and used various marketing performance measures to assess the impact of marketing (Terblanche, Gerber, Erasmus, & Schmidt, 2013). Although financial measures account for a greater percentage of performance measures used in marketing practice (Pont & Shaw, 2003), these seem to be inadequate for measuring important elements of marketing performance. Studies have revealed that a combination of quantitative and qualitative measures have become essential in assessing marketing performance (Terblanche *et al*, 2013; O'Sullivan & Abela, 2007); and that qualitative measures are better predictors of companies' long-term goals than quantitative measures (Chendall & Langfield-Smith, 2007). Obtaining a balance between the two perspectives is the key to greater respect for marketing managers in boardrooms, as well as to better learning within the marketing department (Rust, Ambler, Carpenter, Kumar, & Srivastava 2004; Ambler, 2003).

Measures of Marketing Wellness

Marketing Wellness can be measured using several measures and indices. The measures can be quantitative and qualitative such as new product success, sales growth and market shares. In this study we adopted new product success and market share as the measures of marketing wellness.

New Product Success

A new product is any innovative offering from a firm that seeks to satisfy consumers' identified or latent needs (Ateke & Iruka, 2015). The emphasis on new product development (NPD) literature has been on the importance of designing and developing new products and introducing them to the market for continuing business success (Bhuiyan, 2011). Bhuiyan (2011), Ulrich and Eppinger (2011), Cooper and Edgett (2008) and Cooper (2001) also indicates that NPD is pivotal in company profitability, businesses continuity, economic growth, technological advancement, improved standard of living and employment generation. Ateke and Iruka (2015) aver that being the earliest to bring innovation to market is closely tied to business wellness in the fast-paced technology-intensive contemporary business environment. Furthermore, Kotler and Keller (2009) states that new product development is a route taken by firms to enter new markets by tweaking products for new customers, using variations on core products to stay ahead of competitors and create interim solutions for industry-wide problems.

New product success is a measure of the degree to which a new product is accepted by consumers, and the extent to which the product meets consumers' expectation. A new product is deemed successful if it is adopted by the target market, satisfies a need, can be sold profitably and survives in the market (Ateke & Iruka, 2015). Hamilton-Ibama (2019) and Azizi and Jublee (2010) defined the success of a new product as the success of the products or services in fulfilling customers' requirement which will contribute into high sales generation. New Product Success is defined as the relative success rate, the profitability and revenue generated from the new products of the firms (Calantone, Chan & Cui, 2006; Paladino, 2007). New product success is defined as a percentage of sales by the firm in previous year through improved or new addition in product line that were launched by the firm in last three calendar years under review. It normally comprises of two major components that are percentage of sales from last products that are new to the market and percentage of sales from products that are new to the firm (Dul & Ceylan, 2014).

New product success rate may thus be measured by the level of acceptance a new product enjoys, the profit it brings to the firm and its survival on the shelf. Achieving success in developing and introducing new products in a complex and evolving market is a much sought after capability of firms; as successful new products are essential for the continued wellness of firms. New product success rate is thus a viable measure of marketing performance in view of the fact that most new products fail in the marketplace, resulting to wasted investment (Ulrich & Eppinger, 2011).

Market Share

In order to ascertain the performance of an organization, a set of core measures are identified; including sales growth, new product success, profitability, market share etc. (Pont & Shaw, 2003). While profitability is the ability of a firm to earn profit, market share in marketing discourse is the quotient of a total market that a firm is able to capture and service (Farris *et al*, 2010; Bell, Keeney, & little, 2008). Gunasekaran, Williams, and McCanghey (2005) suggest that market share as an index of business wellness assesses how well, consumers patronize a given product in the marketplace. Market share is sometimes used to denote the market position of a firm in relation to other firms in an industry; a larger market share indicates better organizational health.

Hamilton-Ibama and Ogonu (2019) carried out a study on service quality and market share in deposit money banks in South-South geopolitical zone of Nigeria. They used Market share as a measure of Business Performance According to them it is evidence that quality of service leads to long-term profitability, increased market share and influences the degree of various economic and polity performance. Also, as a measure of business wellness, market share is a measure used to assess the efforts of the marketing function (Morgan & Rego, 2006). It is among the best indices of the wellness of a business because it abstracts from variables that pertains to an entire industry (Farris, *et al*, 2010), also because it is the portion of the market potential of the industry that an individual firm retains. Mostly, market share is gained through a satisfied and retained customership (Farris, *et al*, 2010). Thus, to improve market share, firms must reinforce customer retention (Ateke, & Iruka, 2015) and provide focal points of differentiation and optimize media presence (Terblanche *et al*, 2013). The concept of market share and the concept of prospect are important to firms because they indicate the additional business that a brand can win and how and when to obtain (Richard, 2009). The concept of market share is particularly relevant because a better market share reflects better marketing performance (Ateke & Iruka, 2005).

Customer Experience Management and Marketing Wellness

Flynna (2010) and Moori, (2012), found customer experience management leads to better marketing wellness. The customer experience management is an integral building block comprised of bricks of joint collaboration, high level of coordination, shared vision, shared information and technical infrastructure between manufacturer and distributors (Flynna *et al*., 2010). Staff-Varner (2016) stated management also need to be accountable for customer experience management. They must always empathize with customers in their daily interactions. Empathy must be reflected in the missions and vision statements and in the corporate culture. As observed by Rahilly (2016) the organizational structure should be customer focused and a portion of the firm's budget should be allocated to constantly improving this experience. According to Hobbi and Martinex (2008) empathizes with customers result in a better customer experience management and above all, the general marketing wellness of organization, wellness of organization, in this case, the transport firms. From the review of various empirical studies by researchers, it is agreed that customer experience management is a significant factor to marketing wellness of road transport firms in Nigeria. The researcher therefore is in line with this proposition. Having this in mind, all goals, process and communication should align to foster customer experiences and growing the business as a whole (Baxendale *et al.*, 2015; Rahilly, 2016). Effective design and management of pathways account for excellent customer experience management and subsequence marketing or business wellness of organizations.

According to Brown and Kalu (2016) rapid variations in customer requirements, market conditions and pressures from competitors have continued to instigate shifts in the business landscape. Yet, the fundamental principle of survival has continued to spell the programmes and activities of marketers. Firms are increasingly faced with the challenge of fulfilling the value requirements of customers and investors amidst scarce resources; yet they are expected to keep their businesses in good health. Their study examined the nexus between collaborative marketing and business wellness of Global System of Mobile-communication service providers in Nigeria. The study found that collaborative marketing through resource sharing and risk sharing positively correlates with business wellness, through sales growth, market share and profitability. The statement of Baker *et al* (2005), Lancioni *et al,* (2003) and Bititci *et al* (2004) who suggests that collaborative marketing do not only offer companies the avenue to re-create their businesses; but also allows them to create and maintain a competitive edge in today's global economy where market conditions and customers' demand for greater value dictate the tempo and rhythm of business decisions and actions.

[Nwulu and Nwokah (2018) in their paper investigated the relationship between customer service management and marketing performance of food and beverage manufacturing firms in Nigeria. Data was generated from fifteen (15) quoted manufacturing firms in the country. Relationships are assessed based on null hypothetical statements which examine the insignificance of the effect of customer service management on three measures of marketing performance: sales growth, market share and profitability; using the Spearman's rank order correlation. The study findings affirmed that customer service management contributes significantly to marketing performance thereby enhancing measures such as sales growth, market share and profitability of food and beverage firms in the Nigerian manufacturing industry. The findings of Melovic, Mitrovic, Djokaj and Vatin (2015) revealed that the level of customer service provided by the organisation is directly connected with the market share of that company, with total logistics costs and with the profitability of the company as well. Iruka and Ateke (2015) suggested that a company that is growing its market share will be growing its revenues faster than its competitors. Hence, it's common knowledge that market share is used by businesses to determine their competitive performance in any sector as compared to other companies in the same sector.

Hamilton-Ibama (2019) paper examined the influence of Competitor Focus on Organisational Effectiveness of money deposit banks in Port Harcourt. New Product Success, Employee Retention and Customer Satisfaction were used as measures of Organisational Effectiveness. 94 copies of the questionnaire were subjected to Data analysis. Hypotheses were tested using the Simple Regression method. The results revealed that there is a strong positive influence of Competitor Focus on New Product Success. Researchers like Abideen and Saleem (2011) carried out a study to find out the impact of market orientation on new product success in Pakistan and identified that the market orientation practices are significantly associated with new product success. Kam and Wong (2013) research seeks to investigate the influence of market orientation on new product success in the electronics industry in China. Results from the research support the hypotheses that New Product Success is driven by R&D-Marketing cooperation, customer and competitor orientations.

From the foregoing point of view, we hereby hypothesized thus:

Ho_1: There is no significant relationship between customer experience management and new product success of Road transport firms in Nigeria.

Ho_2: There is no significant relationship between customer experience management and market share of Road transport firms in Nigeria.

3. METHODOLOGY

The study adopted the cross-sectional survey in its investigation of the variables. Primary data was generated through structured questionnaire. A sample of 359 respondents was drawn from 3 Road transport firms in Port Harcourt. A sample size of 189 respondents was used for the study. The Taro Yamen's formula was used to determine the sample size. The hypotheses were tested using the Spearman Rank Order Correlation with the aid of Statistical Package for Social Sciences Version 23.0.

4. DATA ANALYSIS AND RESULTS

In determining the statistical technique to suit our purpose, we considered Kothari (2004) who argued that when there exists association or correlation between two variables, correlation technique should be used and when there exists cause and effect relationship between two variables in the case of the bivariate population or between one variable on one side and two or more variables on the other side in case of multivariate population, partial correlation technique is appropriate. This was the basis for our choice of the Spearman Rank Order Correlation to test our hypothesized relationships in our study. We commenced by first presenting a proof of existing relationships.

Scatter Plot of the Relationship between Study Variables

According to Neuman (2000) cited in Asawo (2009), Scatter graph is one of the techniques used in deciding whether a bivariate relationship does exist between interval scaled variables. In our bid to determine the existence and trend of this relationship, we plotted a scatter diagram as presented in Figure 2 customer experience management as the independent variable is plotted on the X axis whereas marketing wellness as the dependent variable is on the Y axis.

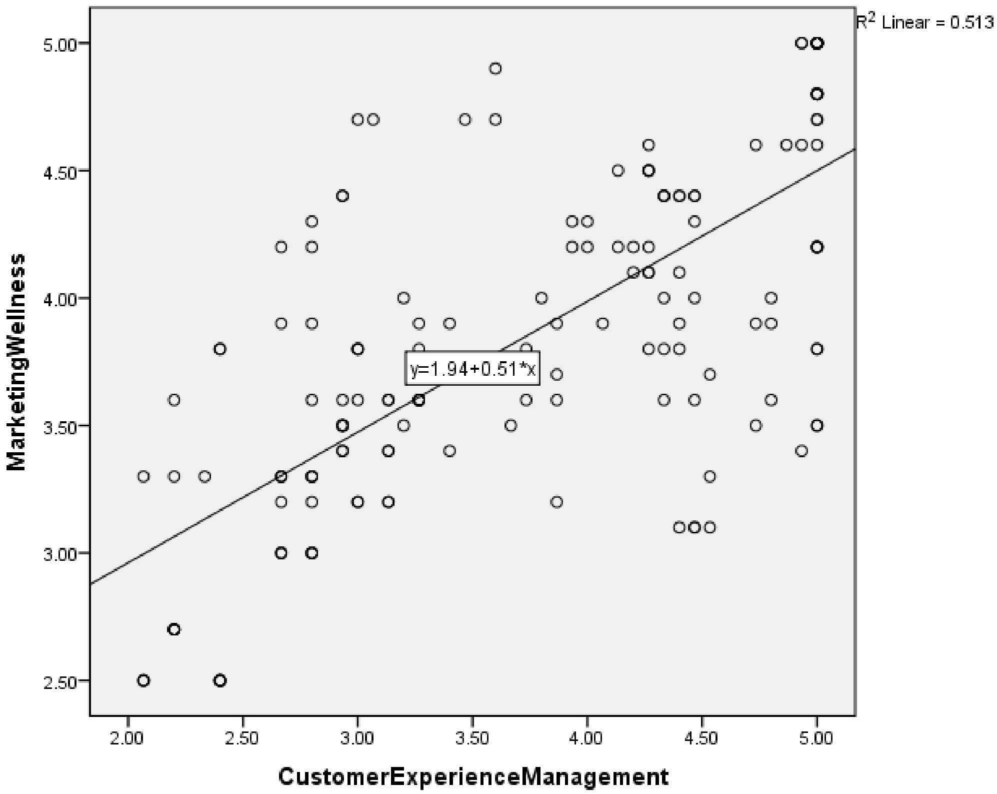

Figure 2 Evidence of linear relationship between the constructs

Figure 2 shows a strong relationship between customer experience management (independent variable) and marketing wellness. (dependent variable). The scatter plot graph shows at R^2 linear value of (0.513) depicting a positive relationship between the two constructs. The implication is that an increase in customer experience management simultaneously brings about an increase in the level of marketing wellness.

Table 1: Correlations Matrix between Customer Experience Management and Marketing Wellness

			CEM	New Production Success	Market Share
Spearman's rho	CEM	Correlation Coefficient	1.000	.770**	.876**
		Sig. (2-tailed)	.	.000	.000
		N	169	169	169

	New Product Success	Correlation Coefficient	.770**	1.000	.688**
		Sig. (2-tailed)	.000	.	.000
		N	169	169	169
	Market Share	Correlation Coefficient	.876**	.688**	1.000
		Sig. (2-tailed)	.000	.000	.
		N	169	169	169

**. Correlation is significant at the 0.01 level (2-tailed).
Source: Research Data 2020 and SPSS output version 23.0

Table 1 illustrates the test for the two previously postulated bivariate hypothetical statements. The results show that for:

Ho$_1$: There is no significant relationship between customer experience management and new product success of Road transport firms in Nigeria.

The correlation coefficient (r) shows that there is a significant and positive relationship between customer experience management and new product success. The *rho* value 0.770 indicates this relationship and it is significant at p 0.000<0.05. The correlation coefficient represents a high correlation indicating a strong relationship. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between customer experience management and new product success of Road transport firms in Nigeria.

Ho$_2$: There is no significant relationship between customer experience management and market share of Road transport firms in Nigeria.

The correlation coefficient (r) shows that there is a significant and positive relationship between customer experience management and market share. The *rho* value 0.876 indicates this relationship and it is significant at p 0.000<0.05. The correlation coefficient represents a high correlation indicating a strong relationship. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between customer experience management and market share of Road transport firms in Nigeria.

5. DISCUSSION OF FINDINGS

Customer Experience Management and Marketing Wellness

The findings revealed that there is a significant relationship between customer experience management and marketing wellness of road transport firms in Nigeria. This finding corroborates the views of Staff-Varner (2016). As observed by Rahilly (2016) the organizational structure should be customer focused and a portion of the firm's budget should be allocated to constantly improving this experience. According to Hobbi and Martinex (2008) empathizes with customers result in a better customer experience management and above all, the general marketing wellness of organization, in this case, the transport firms. From the review of various empirical studies by researchers, it is agreed that customer experience management is a significant factor to marketing wellness of road transport firms in Nigeria. The researcher therefore is in line with this proposition.

The finding reinforces previous studies by Flynna (2010) and Moori, (2012), who found customer experience management leads to better marketing wellness. The customer experience management is an integral building block comprised of bricks of joint collaboration, high level of coordination, shared vision, shared information and technical infrastructure between manufacturer and distributors (Flynna *et al.*, 2010). Having this in mind, all goals, process and communication should aligned to foster customer experiences and growing the business as a whole (Baxendale*et al.*, 2015; Rahilly, 2016). Effective design and management of pathways account for excellent customer experience management and subsequence marketing or business wellness of organizations.

Hamilton-Ibama (2019) paper examined the influence of Competitor Focus on Organisational Effectiveness of money deposit banks in Port Harcourt. New Product Success, Employee Retention and Customer Satisfaction were used as measures of Organisational Effectiveness. The study concluded that there is a significant relationship between competitor focus and new product success. Also, Abideen and Saleem (2011) carried out a study to find out the impact of market orientation on new product success in Pakistan. They found significant relationship between the variables. Kam and Wong (2013) research seeks to investigate the influence of market orientation on new product success in the electronics industry in China. Results from the research support the hypotheses that New Product Success is driven by R&D-Marketing cooperation, customer and competitor orientations.

The findings of Melovic, Mitrovic, Djokaj and Vatin (2015) and Iruka and Ateke (2015) revealed that the level of customer service provided by the organisation is directly connected with the market share of that company. Nwulu and Nwokah (2018) and Baker *et al* (2005), Lancioni *et al*, (2003) and Bititci *et al* (2004) customer service management contributes significantly to sales growth, market share and profitability.

6. CONCLUSION AND RECOMMENDATIONS

Customer Experience Management is the heart of customer's perceived sentiment (Schmitt, & Zarantonello, 2013). Research contacted by (Shaw and Ivens, 2005) evidenced that 85 per cent of senior business leaders agree that differentiating solely on the traditional physical elements, where CEM strategies and solutions are designed to focus on product, price and enterprise process with minimal focus on customer need and desire is not sustainable. In the 1980s quality was a differentiator. In the 1990s, brand was a differentiator. In the 2000s, the customer experience will be the differentiator (Shaw, & Ivens, 2005). This study thus concludes that customer experience management is a significant predictor of marketing wellness Road transport firms in Nigeria.

The study recommends Road transport firms in Nigeria should constantly be rediscovering better ways of enhancing its experiencing levels by observing the developments in the industry. Great companies worldwide that have invested in customer experience management systems have continuously recorded high performance**.**

REFERENCES

Abideen, Z. & Saleem, S. (2011). Examining market orientation and its impact on new-product Success in Pakistan. *European Journal of Business and Management*, 3(4), 299-307.

Service Management, Vol. 26 No. 2, pp. 206–22
Akaka, M.A., Vargo, S.L. and Schau, H.J. (2015), "The context of experience", Journal of service management, Vol. 26 No. 2, pp. 206–223

Ambler, T. (2003). *Marketing and the bottom line*. London: Prentice Hall.

Andersson, T.D. and Mossberg, L. (2004), "The dining experience: do restaurants satisfy customer needs?", *Food Service Technology*, Vol. 4 No. 4, pp. 171–177

Ateke, B.W., & Kalu, S.E. (2016). Collaborative marketing and business wellness of global system of mobile-communication (GSM) service providers in Nigeria. *International Journal of Marketing and Communication Studies*, 1(1), 14-26.

Ateke, B.W., & Iruka, C.H. (2015). Investigating the relationship between customer involvement management and marketing performance in the manufacturing industry. *International Journal of Research in Business Studies and Management*, 2(9), 22-34

Azaze-Azizi, A. & Jublee, E. (2010). Market orientation and new product performance: The mediating role of product advantage. *African Journal of Marketing Management*, 2(5), 91-100.

Baker, S.M., Faircloth, J.B. & Simental, V. (2005). Perceptions of university-corporate partnership influences on a brand. Journal *of Marketing Theory and Practice*, 13(2), 32-46.

Baxendale, S, Macdonald, E.K, & Wilson, H.N. (2015). The impact of different touch points on brand consideration. *Journal of Retailing*, 91, 235-237.

Bell, D.E., Keeney, R.L., & little, J.D.C. (2008). A market share theorem. *Journal of Marketing Research*, 12(2), 10-17.

Bhuiyan, N. (2011). A framework for successful new product development. *Journal of Industrial Engineering and Management*, 4(4), 746-770.

Bititci, U. S., Martinez, V., Albores, P., & Parung, J. (2004). Creating and managing value in collaborative networks. International *Journal of Physical Distribution and Logistics Management*, 34(3-4), 251-268.

Brown, W.A. & Kalu, S.E. (2016). Collaborative marketing and business wellness of global system of mobile-communication (GSM) service providers in Nigeria. *International Journal of Marketing and Communication Studies*, 1(1), 14-26.

Buzzell, R.D., Gale, B.T., & Sultan, R.G.M. (2005). Market share: A key to profitability. *Harvard Business Review*, 53, 97-106.

Calantone, R.J., Chan, K. & Cui, A.S. (2006). Decomposing product innovativeness and its effects on new product success. *Journal of Product Innovation Management*, 23(5), 408-421.

Chan, J.O. (2005), "Toward a unified view of customer relationship management", Journal of American Academy of Business, Cambridge, Vol. 6 No. 1, pp. 32–38
American Academy of Business, Cambridge, Vol. 6 No. 1, pp. 32–38

Chendall, R.H., & Langfieid-Smith, K. (2007). Multiple perspectives of performance measures. *European Management Journal*, 25(4), 266-282.

Cooper, R. (2001). Winning at new products: Accelerating the process from idea to launch. 3rd Edition. Massachusetts: Perseus Publishing.

Cooper, R., & Edgett, S. (2008). Maximizing Productivity in Product Innovation. Research Technology Management, 51(2), 47-58.

Dul, J. & Ceylan, C. (2014). The impact of a creativity supporting work environment on a firm's product innovation performance. *Journal of Product Innovation Management*, 114.

Farris, P.W., Neil, T.B., Phillip, E.P., & David, J.R. (2010). *Marketing definitive guide to measuring marketing performance*. Upper Saddle River, New Jersey: Pearson Education.

Frow, P. and Payne, A. (2007), "Towards the 'perfect' customer experience", Journal of Brand Management, Vol. 15 No. 2, pp. 89–101.

Management, Vol. 15 No. 2, pp. 89–101
Garg, R., Rahman, Z. and Kumar, I. (2012), "Customer experience: a critical literature review and research agenda", *International Journal of Services Sciences*, Vol. 4 No. 2, pp. 146–173

Gauri, D.K., Debabrata, T. & Brian, R. (2008). *Empirical investigation of the of loss leader promotion on store and category performance in grocery industry*. Working Paper, Syracuse University.

Gazzoli, G., Hancer, M. and Kim, B. (Peter). (2013), "Explaining why employe customer orientation influences customers' perceptions of the service encounter", Journal of Service Management, Vol. 24 No. 4, pp. 382–400
Management, Vol. 24 No. 4, pp. 382–400.

Gentile, C., Spiller, N., & Noci, G. (2007). How to Sustain the Customer Experience:: An Overview of Experience Components that Co-create Value With the Customer. European Management Journal, 25(5), 395- 410

Grewal, D., Levy, M., & Kumar, V. (2009). Customer experience management in retailing: An organizing framework. Journal of Retailing, 85, 1-14

Grewal, D., Levy, M., & Kumar, V. (2009). Customer experience management in retailing: An organizing framework. Journal of Retailing, 85, 1-14

Hamilton-Ibama, E.L. (2019). Competitor focus and organisational effectiveness of money deposit banks in Port Harcourt. *International Journal of Social Sciences and Management Research*, 5 (2), 80-89.

Hamilton-Ibama, E.L. & Ogonu, G.C. (2019). Service Quality and Market Share in Money Deposit Banks in South-South Geopolitical Zone of Nigeria. *International Journal of Marketing and Communication Studies*, 4(1), 38-49.

Harris, L. C.; Daunt, K. (2013) Managing customer misbehavior: challenges and strategies. Journal of Services Marketing, [s.l.], v. 27, n. 4, p. 281–293.

Hobbi, B. & Martinez, M. (2008). *Building a customer service culture: The seven service elements of customer success*. IAP.

Iruka, C.H & Ateke, B.W (2015). Investigating the relationship between customer involvement management and marketing performance in the manufacturing industry. *International Journal of Research in Business Studies and Management*, 2(9), 22-34.

Jaakkola, E., Helkkula, A. and Aarikka-Stenroos, L. (2015), "Service experience co-creation: conceptualization, implications, and future research directions", Journal of Service Management, Vol. 26 No. 2, pp. 182-205.

Johnson, M.D., Olsen, L.L. and Andreassen, T.W. (2009), "Joy and disappointment in the hotel experience – managing relationship segments", Managing Service Quality, Vol. 19 No. 1, pp. 4–30

Johnson, M.D., Olsen, L.L. and Andreassen, T.W. (2009), "Joy and disappointment in the hotel experience – managing relationship segments", Managing Service Quality, Vol. 19 No. 1, pp. 4–30

Kam, S. & Wong, S. (2013). The influence of market orientation on new product success. *European Journal of Innovation Management*, 15(1), 1-14.

Klaus, P., & Maklan, S. (2013) Towards a better measure of customer experience. *International Journal of Market Research, 55*(2), 227-246. doi: 10.2501/IJMR-2013-021

Kothari, C. R. (2004). Research Methodology: Methods and techniques. New Delhi: New Age International

Kotler, P., & Keller, K.L. (2009). *Marketing management*. Upper Saddle River, New Jersey: Pearson Education Inc.

Lancioni R., Schau, H.J., & Michael, F.S. (2003). Internet impacts on supply chain management. *Industrial Marketing Management*, 32, 173-175.

Melovic, B., Mitrovic, S., Ojokaj, A. & Vatin, N (2015). Logistics in the function of customer service: Relevance for the engineering management. Science Direct Procedia Engineering, 117, 802-807

Meyer, C., & Schwager, A. (2007). Understanding customer experience. Harvard Business Review, February, 117-126.

Morgan, N.A., & Rego, L.L. (2006). The value of different customer satisfaction and loyalty metrics in predicting business performance. *Marketing Science*, 25(5), 426-439.

Nicholls, R. (2011). "Customer-to-customer interaction (CCI): a cross-cultural perspective", *International Journal of Contemporary Hospitality Management*, Vol. 23 No.2, pp. 209 223

Nwulu, C.S. & Nwokah, N.G. (2018). Customer service management and marketing performance of food and beverage manufacturing firms in Nigeria. *International Journal of Social Sciences and Management Research*, 4(8), 79-89.

O'Sullivan, D., & Abela, A. V. (2007). Marketing performance measurement ability and firm performance. Journal of Marketing, 71(2), 79-93

Paladino, A. (2007). Investigating the drivers of innovation and new product success: A comparison of strategic orientations. Journal of Product Innovation Management, 24(6), 534-553.

Palmer, A. (2010). Customer experience management: a critical review of an emerging idea. Journal of Services Marketing, 24(3), 196-208.

Patrício, L., Fisk, R.P. and Falcão e Cunha, J. (2008), "Designing multi-interface service experiences", Journal of Service Research, Vol. 10 No. 4, pp. 318–334.

Peppers, D., & Rogers, M. (2005). *Return on customer: Creating maximum value from your scarcest resource*. Doubleday/Currency

Pont, M. & Shaw, R. (2003). Measuring marketing performance: A critique of empirical literature. *Journal of Business Research*, 13(2), 153-172.

Puccinelli, Nancy M. (2006), "Putting Your Best Face Forward: The Impact of Customer Mood on Salesperson Evaluation," Journal of Consumer Psychology, 16 (2), 156–62

Rahilly, L. (2016). *Customer experience: Creating value through transforming customer journeys*. USA: McKinsey and Company.

Rust, R., Ambler, T., Carpenter, G.S., Kumar, V. & Srivastava, R.K. (2004). Measuring marketing productivity: Current knowledge and future directions. Journal of Marketing, 68(4):76-89.

Sparks, B. A., & Browning, V. (2010). Complaining in cyberspace: The motives and forms of hotel guests' complaints online. Journal of Hospitality Marketing and Management, 19(7), 797-818.

So, K. and King, C. (2010), "'When experience matters': building and measuring hotel brand equity: the customers' perspective", *International Journal of Contemporary Hospitality Management*, Vol. 22 No. 5, pp. 589–608.

Teixeira J., Patrício L., Nunes N.J., Nóbrega L., Fisk R.P. and Constantine. L. (2012), "Customer experience modeling: from customer experience to service design", Journal of Service Management, Vol. 23 No. 3, pp. 362–376.
Management, Vol. 23 No. 3, pp. 362–376

Terblanche, N.S., Gerber, C., Erasmus, P., & Schmidt, D. (2013). A marketing perspective on the impact of financial and non-financial measures on shareholder value. *SAJEMS*, 16(2), 216-230.

Ulrich, K.T., & Eppinger, S.D. (2011). *Product design and development*. Boston: Irwin McGraw-Hill.

Verhoef, Peter C., Scott A. Neslin and Björn Vroomen (2007a), "Multi-Channel Customer Management: Understanding the Research Shopper Phenomenon," International Journal of Research in Marketing, 24 (2), 129–48

Verhoef, Peter C., Scott A. Neslin and Björn Vroomen (2007a), "Multi-Channel Customer Management: Understanding the Research Shopper Phenomenon," International Journal of Research in Marketing, 24 (2), 129–48
Verhoef, Peter C., Scott A. Neslin and Björn Vroomen (2007a), "Multi-Channel Customer Management: Understanding the Research Shopper Phenomenon," International Journal of Research in Marketing, 24 (2), 129–48
Verhoef, Peter C., Scott A. Neslin and Björn Vroomen (2007a), "Multi-Channel Customer Management: Understanding the Research Shopper Phenomenon," International Journal of Research in Marketing, 24 (2), 129–48
Verhoef, Peter C., Scott A. Neslin and Björn Vroomen (2007a), "Multi-Channel Customer Management: Understanding the Research Shopper Phenomenon," International Journal of Research in Marketing, 24 (2), 129–48
Verhoef, Peter C., Scott A. Neslin and Björn Vroomen (2007a), "Multi-Channel Customer Management: Understanding the Research Shopper Phenomenon," International Journal of Research in Marketing, 24 (2), 129–48
Verhoef, Peter C., Scott A. Neslin and Björn Vroomen (2007a), "Multi-Channel Customer Management: Understanding the Research Shopper Phenomenon," International Journal of Research in Marketing, 24 (2), 129–48
Verhoef, Peter C., Scott A. Neslin and Björn Vroomen (2007a), "MultiChannel Customer Management: Understanding the Research Shopper Phenomenon," *International Journal of Research in Marketing*, 24 (2), 129–48.

Verhoef, Peter C., Scott A. Neslin and Björn Vroomen (2007a), "MultiChannel Customer Management: Understanding the Research Shopper Phenomenon," *International Journal of Research in Marketing*, 24 (2), 129–48.

Verleye, K. (2015). The co-creation experience from the customer perspective: its measurement and determinants. *Journal of Service Management*, *26*(2), 321–342

Wright, S., Eid, E. R., & Fleisher, C. S. (2009). Competitive intelligence in practice: empirical evidence from the UK retail banking sector. Journal of Marketing Management, 25:9-10, 941-964, DOI: 10.1362/026725709X479318

Zhang, H., Bai, C. and Lu, H. (2014). Major participants and their roles in internal services branding: the hotel industry as an example, Tourism Tribune, Vol. 29 No. 5, pp.58–67