



## CUSTOMER-CENTRIC SALES STRATEGIES AND RELATIONSHIP MANAGEMENT AS DETERMINANTS OF BANKING SALES SUCCESS

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**ABSTRACT:** Customer relationships have gained prominence in improving sales outcome in banking industry, as rise in competition coupled with similarity in product and services has reduced dependence on traditional product-driven selling approaches. This study investigated customer-oriented sales strategies and relationship management as determinants of banking sales success. The study aimed to identify customer-centric sales practices adopted by banks, the relationship management practices related to banking performance and how both dimensions contributed to sales outcomes. A systematic literature review using the PRISMA framework was applied which led to the selection and synthesis of twenty-five peer reviewed journal articles. Findings indicated that banks increasingly relied on customer-oriented selling, personalized interaction, advisory engagement, cross-selling practices, as well as structured CRM systems to strengthen customer retention and deepen service usage. Relationship management practices improved performance by maintaining customer loyalty, curbing switching behaviour, and increasing lifetime value of customers. Evidence further indicated that sales success emerged when customer engagement was supported by continuous relationship management rather than isolated selling efforts. The study concluded that banking sales performance improved when customer-centric selling operated alongside integrated relationship management practices that sustained long-term customer interaction.

**Keywords:** Customer-centric sales strategies; Customer relationship management (CRM); Relationship marketing; Banking performance; Sales effectiveness; Customer loyalty; Financial services marketing

### 1. Introduction

The banking industry operates within an increasingly competitive environment where financial institutions offer similar products, pricing structures, and technologically enabled services (Gaviyau & Godi, 2025). Competitive advantage therefore relies less on the differentiation of products and more on how banks develop, manage and maintain profitable customer relationships. Customers expect personalised engagement, consistency in service delivery and value-based interaction beyond routine transactions (Zhengmeng et al., 2024 & Yadollahi et al., 2024). Banking success is therefore dependent on the

capacity of banks to put customers at the core of sales activities and relationship management practices.

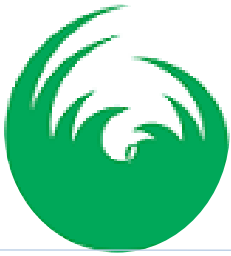
Customer Relationship Management (CRM) has become a dominant strategic orientation in the operation of modern banking operations. CRM focuses on knowing customer needs, organizing customer interactions with various touchpoints and fostering long-term relationships that can yield non-stop revenue streams (Jerry & Ayuba, 2019; Murashiki, 2025; Alawiye-Adams & Afolabi, 2014). Effective relationship management helps banks to attract new customers while also enhancing their loyalty among existing clients, which helps to sustain organizational

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performance. Evidence consistently shows that relationship-focused strategies, in banks, improve customer retention, profitability, and overall performance outcomes (Udeh et al., 2024; Chigbata & Okafor, 2023; & Olunuga & Adekoya, 2021).

Customer attraction, satisfaction, and retention represent fundamental mechanisms through which CRM contributes to banking performance. Relationship based interaction promotes trust and commitment, which leads to more commitment among customers to adopt other banking products. Strong relationship practices improve marketing performance because satisfied customers show repeat patronage and low switching behaviour. Organizational performance is enhanced when banks are constantly in touch with customers rather than dealing with them based on transaction exchange (Jerry & Ayuba, 2019; Mustapha et al., 2023).

Sales success in banking is closely related to customer centric selling approaches. Personal interaction, advisory selling, and customized financial solutions reinforce customer's concept of value and affect purchasing decisions. Sales personnel who prioritize customer needs would have better performance outcomes as the quality of relationships affect service acceptance and product uptake (Adusei et al., 2020). Relationship marketing, therefore, acts as a link between customer satisfaction and sales growth and this makes a case that long-term relationships act as a foundation for banking performance (Saka et al., 2014; Kosile & Ajala, 2012).

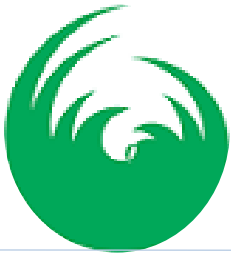
Customer-centric orientation also helps in developing value banking systems. Improvement in the quality of communication, innovation of service and segmentation of customers facilitates the acquisition of customers, which in turn improves the outcomes of the organization (Zhengmeng et al., 2024). Institutions including customer orientation in operational practices have documented an improvement in performance indicators linked to product utilization and customer value creation (Amirijobani et al., 2025). Customer relationships therefore go beyond service delivery and become strategic assets that impact sustainability of sales.

Technological advancement has also been a key factor that has reinforced the implementation of CRM in banks. Digital platforms, electronic banking channels, and customer databases allow institutions to keep detailed customer knowledge and be able to respond fast to changing customer preferences (Barjaktarovic et al., 2025). CRM systems combine marketing, service provision, and sales functions and enable banks to provide personalized solutions to foster deeper customer engagement. Effective CRM adoption has been linked to a better bottom line and better performance as information about customers helps to provide targeted service delivery and relationship continuity (Ahmed, 2016; Olunuga & Adekoya, 2021).

Customer-centric strategies also have an impact on how banks design and promote financial products. Cross-selling, relationship selling, and personalized interaction help to increase customer exposure to banking offerings and promote a wider range of adoption of products (Vijayakumar & Ralesh, 2024). Strong relationships between bankers and customers boosts trust, which acts as the support for increased sale volume and long-term involvement (Sinha & Mukherjee, 2020). Sales success therefore is an expression of the quality of interaction between banks and customers and not the availability of financial products.

Despite widespread recognition of CRM benefits, challenges persist in translating relationship management initiatives into consistent sales outcomes. Some institutions implement CRM technologies without integrating customer-centered values into sales operations, which limits expectations of performance gains (Reinartz, 2025). Weak integration between relationship management and sales strategy affects the effectiveness of customer engagement efforts and weakens customer competition positioning (Hidayat & Idrus, 2023). Sustainable banking performance involves matching customer-centric sales strategies with relationship management practices.

Existing literature has a vast discussion of CRM and organizational performance, customer satisfaction, or marketing outcomes independently (Jerry & Ayuba, 2019; Ahmed, 2016; Olunuga, & Adekoya, 2021; & Saka et al.,



2014). Less attention has been given to synthesizing the role of customer-centric strategies in sales and relationship management in determining sales success in banks. Sales success stands for accumulated results of customer loyalty, trust, quality of interaction and strategic relationship management. The ability to understand these interconnections is critical to explaining how banks continue to grow their revenues in highly competitive financial markets.

This study therefore focuses on customer-centric sales strategies and relationship management as determinants of banking sales success. Attention is directed toward consolidating empirical findings reported in existing studies to clarify how relationship-driven practices contribute to improved banking sales outcomes.

### **1.1 Objectives of the Study**

This study examines how customer-centric sales strategies and relationship management drive sales performance in the banking sector, drawing on existing empirical evidence. However, other specific objectives are to;

- i. analyze reported evidence on customer-centric sales strategies adopted within the banking industry.
- ii. examine documented relationship management practices associated with banking performance outcomes.
- iii. synthesize existing findings on how customer-centric sales strategies and relationship management contribute to banking sales success.

### **1.2 Research Questions**

- i. What customer-centric sales strategies are commonly reported within the banking industry?
- ii. What relationship management practices are associated with improved banking performance outcomes?
- iii. How do existing empirical findings explain the contribution of customer-centric sales strategies and relationship management to banking sales success?

## **2. Literature Review**

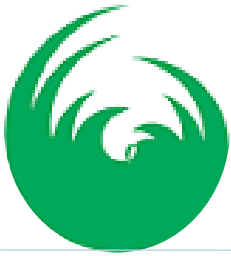
### **2.1 Conceptual Review**

#### **2.1.1 Customer-Centric Sales Strategies in Banking**

Customer-centric sales strategies shift banking from being product-based to customer-based regarding needs, preferences and long-term engagement (Kolathappilly & Kumar, 2024). Increasing similarity in financial products has limited the capacity of banks to compete with one another based on product features only, so the focus turned towards customer relationships as a source of strategic performance (Zhengmeng et al., 2024). Yadollahi et al., (2024) observed that customer focused sales practices contribute to improved performance of institutional functioning when service delivery is consistent with customer expectations and facilitate the continuity of long-term relationships. Similarly, Udeh et al. (2024) linked relationship-oriented selling to better financial results due to strong loyalty and continued service usage.

Customer orientation forms an integral part of customer centric selling in banking business. Sales personnel that assume advisory roles and offer customized interaction often perform better than those relying on transactional approaches. Adusei et al. (2020) showed that customer-oriented sales executives were able to perform better owing to the trust-based engagement that had brought about positive response among customers. Relationship focused interaction allows the bank employees to comprehend customer financial behaviour and to recommend suitable service to achieve product adoption and repeat patronage. Supporting this view, Eboh et al. (2024) confirmed that customer attraction and retention strategies embedded within CRM practices significantly improve organizational performance in banking institutions.

Personal selling is an operational mechanism whereby the customer-centred strategies are implemented. Direct interaction between bank representatives and customers helps to exchange information, minimize the uncertainty related to financial decision-making, and build a higher quality relationship. Anyadighibe et al. (2014) reported that personal selling has improved bank productivity in terms of customer relationship and patronage. Nebo & Moguluwa (2016) further showed that personal selling accompanied by promotional communication improved



the performance of sales force in deposit money banks, hence the importance of interpersonal engagement.

Customer centric sales strategies are also evident in the cross-selling and up-selling practices to deepen customer relationship. Cross selling increases the volume of services offered by existing customers whereas up-selling advocates for higher value offerings that are congruent with financial capacity. Sinha & Mukherjee (2020) noted cross selling and relationship-based selling as a major contributor to revenue growth while Kwiatkowska (2018) stated that successful cross selling relies on pre-existing trust between banks and customers.

Relationship marketing enhances ongoing contact with consistent communication, responsiveness in service and commitment to customer satisfaction. Saka et al. (2014) associated relationship marketing practices with improved bank performance, and Kosile & Ajala (2012) observed that sustained relationships help to improve the efficacy of organizations with repeat patronage. Customer segmentation also aids customer centric selling by helping the banks to customize services to a particular group of customers. Amirjobani et al. (2025) demonstrated that segmentation combined with customer orientation significantly improves organizational performance outcomes.

Technological advancement has strengthened customer-oriented sales via CRM integration. CRM systems give banks the opportunity to capture customer data, monitor interactions and personalize the delivery of service. Ahmed (2016) revealed the improvement of profitability via CRM adoption through strengthened relationship management while Olunuga & Adekoya (2021), associated CRM driven customer knowledge management with improved marketing performance. Mustapha et al. (2023) further associated CRM practices to increased organizational performance based on improved engagement and continuity of relations. Collectively, these interlinked mechanisms consistently contribute to better customer engagement, retention, product utilization, and sales performance outcomes (Adusei et al., 2020; Anyadighibe

et al., 2014; Eboh et al., 2024; Sinha & Mukherjee, 2020; Udeh et al., 2024).

### **2.1.2 Customer Relationship Management in Banking**

Customer Relationship Management (CRM) is a strategic approach with which banks establish, maintain and strengthen long-term relationships with customers to improve organizational performance and maintain competitive advantage (Jerry & Ayuba, 2019). Increasing competition in the banking industry has minimized differentiation based on financial products only, making them concentrate on customer relationships, quality of service, and engagement (Begimkulov, 2023). CRM incorporates knowledge of customer, processes of service delivery, technology support, and relationship building practices into an integrated managerial system. Lebdaoui & Chetioui (2020) described CRM as an organizational strategy that helps banks to effectively manage customer interaction, service availability and performance outcomes of the institution. The emphasis therefore shifts from isolated service transactions towards continuous relationship management for the purpose of sustaining customer value.

CRM implementation in banks is mainly focused on customer attraction, customer retention and customer satisfaction. Customer attraction is focused on attracting new clients through better accessibility, targeted communication and personalised engagement and customer retention focuses on maintaining relationships through consistent service delivery and trust building (Pereira et al., 2025) Evidence indicates that relationship management practices focusing on attraction and retention have a significant impact on banking performance since loyal customers generate stable revenue and long-term profitability (Nwodo et al., 2025; Jerry & Ayuba, 2019). Eboh et al. (2024) further indicated that CRM dimensions including service innovation, satisfaction management, and relationship continuity have a positive impact on operational and financial performance in the deposit money Banks.



Customer retention continues to be an important outcome of CRM adoption because retained customers show stronger trust and commitment towards financial institutions. Sustained relationships decrease switching behaviour and make customers use several banking services. Mustapha et al. (2023) linked effective CRM practices to improved organizational performance owing to strengthened interaction and continuous engagement. Similarly, Udeh et al. (2024) found banks using structured relationship management to have better financial results because their loyal customers boost service usage and add to the stability of the bank's performance.

Customer satisfaction is another key factor in CRM effectiveness. Satisfaction is achieved when banking services meet expectations regarding reliability, responsiveness, and personalized attention. Ahmed (2016) found that CRM implementation enhances customer satisfaction through enhanced service delivery and efficient management of customer information. Satisfied customers show repeat patronage and positive referrals to enhance marketing performance. Olunuga & Adekoya (2021) stressed that customer knowledge management helps the banks to understand the behavioural preferences and design targeted services to enhance competitive positioning.

Technological integration helps CRM by providing support for data driven decision making. Digital banking platforms, customer databases and analytical tools enable banks to monitor behaviour, predict needs, and personalize financial solutions (Barjaktarovic et al., 2025). Integration of customer information across different departments enhances coordination between marketing, sales, and customer service departments, which enhances organizational effectiveness and customer engagement (Binsaeed et al., 2023).

Relationship marketing principles provide the basis for adoption of CRM with ongoing communication, trust building and commitment to service quality. These practices encourage loyalty and long-term financial participation (Saka et al., 2014). Kosile and Ajala (2012) similarly noted that strong relational ties contribute to how

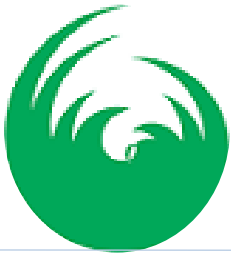
effective institutions are by virtue of the ongoing patronage. Customer segmentation further enhances the effectiveness of CRM to provide specialized services in line with behavioural patterns and monetary requirements, thereby translating to a superior performance outcome for the organization (Amirijobani et al., 2025; Olunuga & Adekoya, 2021; Eboh et al., 2024).

### **2.1.3 Banking Sales Success**

Banking sales success is an indicator of the capacity of financial institutions to experience sustained growth by successfully acquiring, retaining and expanding customer relationships. Sales performance in banking is not just about short-term revenue generation, it's also about customer loyalty, product penetration, cross-selling results and long-term customer value creation. Growing competition among banks has shifted attention toward relationship driven sales results where success hinges on how effectively institutions can convert customer relationships into continuous financial engagement. Ogaga (2025) noted that banking performance is enhanced when customer management practices enhance sustained interaction that can boost the performance of service utilization and profitability.

Banking sales success is now judged largely by how well banks retain customers and sustain ongoing relationships (Malima & Mbogo, 2024). Loyal customers tend to hold multiple accounts, adopt additional financial services and exhibit lower switching behaviour. Relationship marketing practices foster commitment between banks and customers, and this leads to strengthening long-term engagement. There is empirical evidence that relationship marketing orientation is good for banks by generating repeat patronage and better organizational effectiveness (Kosile and Ajala, 2012; Saka et al., 2014). Sustained customer relationships therefore serve as a stable source of regular revenue generation.

Product adoption is another important metric of sales effectiveness in banking institutions. Banks assess the success of sales by the willingness of their customers to take advantage of a wide range of financial products



including savings accounts, loans, digital services, and investment solutions (Iheanachor et al., 2021). Customer oriented interaction helps to improve the acceptance of a product since personalized communication helps to reduce the uncertainty involved in a financial decision. Adusei et al. (2020) demonstrated that when bank sales executives have a customer-oriented approach their performance improves, which implies that customer attention directly relates to the uptake of services.

Cross selling performance is also an indication of banking sales strategies effectiveness. Cross selling allows banks to build relationships with their existing customers by getting them to take more financial services. Sinha and Mukherjee (2020) identified cross selling as one of the major strategies that banks use to increase revenues while not paying heavy acquisition costs. Kwiatkowska (2018) highlighted that the success of cross selling process is reliant on the established customer trust as customers are more open to accepting additional services if their relationships are strong.

Customer satisfaction is also an important contribution to the success of banking sales. Satisfaction promotes emotional attachment to financial institutions and repeats patronage. Ahmed (2016) linked effective CRM implementation to better customer satisfaction due to improved service delivery and relationship management. Satisfied customers are more likely to endorse banking services and thus promote market growth and revenue growth. Olunuga & Adekoya (2021) further associated customer knowledge management with better marketing performance showing that customer understanding expectation increases sales effectiveness.

Marketing performance indicators such as the acquisition of customers and utilization of services further affect banking sales outcomes. CRM-driven engagement can help banks to formulate targeted offerings as per the needs of the customers. Eboh et al. (2024) discovered that customer attraction and retention practices have considerable impacts on the performance outcomes of operational and product performance in deposit money banks. Organizational performance outcomes deliver sales

success equally because relationship management enhances coordination between marketing, sales, and service units. Mustapha et al. (2023) associated CRM adoption with enhanced organizational performance while Udeh et al. (2024) associated CRM practices with the enhancement of financial performance due to strengthened relationship continuity. Technological integration also aids in sales success through the provision of personalized communication and enhanced channels for customer engagement in customer centric banking models (Amirijobani et al., 2025).

#### **2.1.4 Customer-Centric Sales Strategies and Banking Performance**

Customer-centric sales approaches have become increasingly linked to better banking performance as financial institutions have focused on relationship-based value creation (Amirijobani et al., 2025; Kolathappilly & Kumar, 2024). Banking performance is derived primarily from the effectiveness of the sales activities in response to customer's needs, preferences, and expectations. Customer-oriented selling focuses on personalised interaction, advisory engagement and continuous communication between the parties, which builds customer trust and shapes buying behaviour. Evidence indicates that sales personnel who adopt customer-oriented approaches generate better performance outcomes because of positive customer response in relationship-driven rather than transactional selling approaches (Adusei et al., 2020). Customer-Centric Selling helps improve the performance of banking by enhancing customer acquisition and retaining them. When banks design sales approach keeping in mind customer needs, the customers feel more value in the services that have been provided and show more commitment towards the institution (Nwodo et al., 2025). Relationship oriented engagement encourages customers to continue the financial relationship on a long-term basis and thus helps maintain the regular generation of revenue. Relationship marketing practices have been associated with more positive organizational performance as the continuous interaction creates customer loyalty and



repetitive patronage behavior amongst bank customers (Saka et al., 2014; Kosile & Ajala, 2012).

Personal selling forms an important mechanism of customer-centric strategies in determining bank performance. Direct interaction enables sales representatives to grasp the financial objectives of their customers and advise on appropriate banking products (Udeh et al., 2024). Such engagement minimizes the uncertainty that is associated with financial decisions and enhances the acceptance of services. Empirical findings have shown a notable improvement in the bank's productivity and performance outcomes by strengthening customer relationships and patronage (Anyadighibe et al., 2014). Complementary evidence shows that customer-focused promotional activities contribute to better performance of sales force in money deposit banks, and this reinforces the role of interpersonal engagement in the attainment of organizational success (Nebo & Moguluwa, 2016).

Cross-selling practices are another indicator of the relationship between customer orientation in sales practices and bank performance (Vijayakumar & Ralesh, 2024). Banks enjoy better performance if their existing customers use more than one financial product, because further services lead to higher customer lifetime value and bank profitability (Dazagbyilo et al., 2021). Research on bank sales strategies identify cross-selling as a significant factor in revenue expansion due to the increase in customer's willingness to accept additional offers based on the relationship strength (Sinha & Mukherjee, 2020). Trust gained by customer-centric interaction therefore becomes a critical factor in a company's sale growth and market competitiveness.

Customer-centred sales approaches are also enhanced by CRM integration. CRM systems can give banks detailed information about customers that can be used to deliver personalized services and targeted marketing efforts. Effective CRM adoption improves performance through improving customer satisfaction, customer loyalty and service utilization (Adewale & Afolabi, 2014; Ahmed, 2016). Customer knowledge management enables banks to

match sales activities with customer expectations, resulting in enhanced performance in marketing and competitive positioning (Olunuga & Adekoya, 2021).

Customer-focused banking models such as communication quality, segmentation, and service innovation have also been linked to enhanced organizational outcomes and customer acquisition performance (Amirijobani et al., 2025). These findings collectively indicate that banking performance improves when sales strategies prioritize long-term customer relationships, personalized engagement, and continuous value delivery.

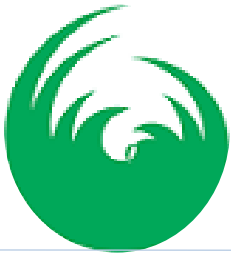
## **2.2 Theoretical Framework**

The theoretical foundation of this study is anchored on Relationship Marketing Theory and the Resource Based View (RBV) Theory as both provide appropriate explanation for customer centric sales strategy and relationship management practices examined in this study.

### **2.2.1 Relationship Marketing Theory**

Relationship Marketing Theory focuses on long-term involvement between the organizations and customers to build better performance outcomes. The theory suggests that organizational success is achieved when firms go beyond transactional exchanges to more sustained relationships that are based on trust, commitment, and customer satisfaction (Berry, 1983). Banking services involve repeated interaction as opposed to one-time purchases and continuity of the relationship is essential to achieving sales success.

Relationship marketing describes how customer-centric sales techniques affect the performance of the banking sector through personalized interaction and advisory involvement (Hidayat & Idrus, 2023; Saka et al., 2014). Sales personnel who have constant communication with customers enhance loyalty and patronage. Empirical evidence links relationship marketing practices with bank performance since continuous interaction fosters customer commitment and continuous financial engagement (Saka et al., 2014; Kosile & Ajala, 2012). Relationship management practices incorporated within CRM systems



additionally fortify customer engagement and organizational consequences through reinforced interaction and continuance of services (Mustapha et al., 2023).

The theory is a direct support to the first and second objectives of the study. Customer centric sales strategies embody the principles of relationship marketing by focusing on customer needs and value generation in the long-term. Relationship management practices analyzed in this study are practical applications of relationship marketing in banking operation processes as they explain the contribution of relationship-oriented interaction in banking sales success.

### **2.2.2 Resource-Based View (RBV) Theory**

The Resource-Based View Theory is a theory that explains the organizational performance based on effective utilization of internal resources and capabilities. According to RBV, competitive advantage comes when organizations have valuable and difficult-to-imitate resources that are not easily replicable by their competitors (Barney, 1991). Within the banking sector, customer relationships, employee competencies and CRM systems are strategic organizational assets.

Customer-centric sales strategies are intangible capabilities that help banks to differentiate themselves despite similarities in financial products. CRM systems enable banks to build up knowledge about their customers, analyse their behaviour and provide specific financial solutions to enhance outcomes in their performance (Madani & Hamiche, 2021). Studies link CRM adoption to better marketing performance and profitability because customer knowledge is identified as a strategic resource in decision making and services delivery (Mustapha et al., 2023; Adewale & Afolabi, 2014; & Olunuga & Adekoya, 2021). Structured relationship management also improves financial outcome through increasing service usage by loyal customers and contributes to performance stability (Udeh et al., 2024).

RBV is consistent with the third objective of the study in providing an explanation of how the customer-centric sales

strategies and relationship management work together as organizational capabilities that influence the success of banking sales. Banks that succeed in combining customer knowledge, relationship management practices and customer-focused selling build sustainable performance advantages. Relationship Marketing Theory and RBV Theory thus offer complementary explanations by relating relationship-based interaction with strategic organizational resources which are responsible for sustained results in banking sales.

### **2.3 Empirical Review**

Existing scholarship on banking performance increasingly focuses on the role played by customer relationships and customer-focused selling practices in determining organizational outcomes. Banking services rely on ongoing interaction between institutions and customers, so customer relationship management is the key to sales success. Current knowledge holds that performance improvements within banks are very closely linked to customer orientation, continuity of clients, and the structured management of interactions with clients.

Customer-oriented selling has always been associated with better performance outcomes in the banking environment. Sales personnel who focus on advisory engagement, individualistic communication, and sensitivity to customer needs are more likely to enjoy better performance results as customers react positively to trust-based interaction (Adusei et al., 2020). Customer attraction and retention practices also further strengthen the outcomes of the organization by assisting in the process of long-term engagement, in contrast to short-term transactions (Eboh et al., 2024). Relationship-based interaction therefore serves as a mechanism, through which banks turn customer satisfaction into continued utilization of their services.

Relationship marketing practices have also been linked to better performance in banking. Continuous communication, service responsiveness and commitment to customer satisfaction foster customer loyalty and discourage customer switching behaviour (Saka et al., 2014; Kosile & Ajala, 2012). Loyal customers engage in



persistent financial relations and repeat patronage which helps in building a stable revenue generation. Relationship continuity therefore becomes an important factor in linking customer management practices to banking sales outcomes (Pereira et al., 2025 & Fiiwe et al., 2023).

Customer Relationship Management has been given much attention as a strategic tool to support these relationship-oriented practices. CRM adoption enhances performance by enhancing the coordination of customer information, service responsiveness, and customer personalized engagement (Madani & Hamiche, 2021; & Fiiwe et al., 2023). Effective management of customer knowledge enables banks to know the patterns of behaviour and be able to design targeted service offerings to enhance marketing performance and competitive positioning (Olunuga & Adekoya, 2021). Improved customer satisfaction due to effective CRM practices has also been linked to improved service usage and profitability among banking institutions (Ahmed, 2016; Udeh et al., 2024).

Sales performance within banks has also been attributed to customer centered selling techniques such as personal selling and cross selling. Direct interaction between the bank representatives and customers leads to strengthening the quality of the relationship and enhances customer confidence in financial decisions, leading to increased patronage and productivity (Vijayakumar & Ralesh, 2024). Interpersonal engagement assisted by promotional communication helps in boosting effectiveness of salesforce and helps in strengthening commitment of customers (Nebo & Moguluwa, 2016). Cross-selling practices further increase customer value by promoting adoption of multiple banking services and thus enabling revenue growth and deeper customer relationships (Sinha & Mukherjee, 2020; Kwiatkowska, 2018).

Recent contributions also focus on customer-centric banking models incorporating segmentation, quality of communication and relationship management practices. Alignment between banking services and customer expectations enhances organizational outcomes to improve acquisition, engagement, and long-term interaction (Amirijobani et al., 2025). CRM-driven engagement

practices help organizations to support this alignment by empowering banks to turn customer relationships into measurable performance outcomes (Mustapha et al., 2023). Collectively, current scholarship shows that banking sales success is highly related to customer orientation, relationship marketing practices, CRM integration, and customer-centric selling activities for sustaining long-term customer engagement.

#### **2.4 Literature Gap**

Existing scholarship concerning banking performance points out the rising importance of customer relationships, customer-oriented selling and Customer Relationship Management practices in enhancing organizational performance. Relationship marketing has been linked to sustained customer engagement and repeated patronage and shown that engaging in long-term interaction contributes to stability in performance within the banking institutions (Hidayat & Idrus, 2023; Saka et al., 2014; Kosile & Ajala, 2012). CRM adoption has also been associated with better service responsiveness, customer satisfaction, and financial outcomes due to effective customer information management and interaction processes (Udeh et al., 2024).

Despite these contributions, important gaps remain within the literature. Many of the current work investigate CRM mostly in relation to organizational or financial performance without making an explicit link between relationship management practices and banking sales success. Discussions are often focused on customer satisfaction, retention, or marketing effectiveness with little regard to sales-oriented results like product adoption, customer growth, and sustained revenue growth (Olunuga & Adekoya, 2021; Mustapha et al., 2023). Consequently, understanding of how CRM practices translate into concrete sales performance outcomes remains insufficiently developed.

Another limitation is with the separation of customer-focused sales strategies from relationship management conversations. Customer-oriented selling, personal selling and cross-selling practices have been associated with better



productivity and customer patronage (Anyadighibe et al. 2014; Sinha and Mukherjee 2020) and relationship management studies are mostly concerned about customer loyalty and long-term customer engagement. Limited attention has been given to studying these elements as a group of interrelated factors of banking sales success. Additionally, customer-centric banking models focused on segmentation, communication quality and personalization of engagement have shown organizational benefits (Amirijobani et al., 2025), but the contribution of both to sales success has not been adequately synthesized. This study addresses these gaps by combining customer-centric sales strategies and relationship management in a single analytical picture thus developing a clearer understanding of how relationship-driven practices can contribute to sustained banking sales success.

### 3. Methodology

Table 1 Search Strategy and Database Coverage

| Database                   | Search Keywords                                       | Records Retrieved |
|----------------------------|---|-------------------|
| Google Scholar             | CRM AND banking performance                           | 38                |
| Scopus                     | Customer-centric sales AND banks                      | 21                |
| ScienceDirect              | Relationship marketing AND banking                    | 17                |
| Emerald Insight            | Customer relationship management AND bank performance | 14                |
| ResearchGate               | Sales strategies AND banking sector                   | 12                |
| Institutional repositories | CRM banking studies Nigeria                           | 10                |
| Total Records Identified   |   | 112               |

Boolean operators (AND, OR) were used to refine the search outcomes and ensure that the search was relevant. Search was limited to peer-reviewed journal articles issued between 2015 and 2025, to reflect up-to-date banking practices.

#### Inclusion and Exclusion Criteria

Studies were included where they:

- focused on the banking or financial services sector,
- examined customer relationship management, customer-centric sales strategies, or relationship marketing,

This study followed a systematic literature review research design in synthesizing existing scholarly evidence on customer-centered sales strategies and relationship management as determinants of banking sales success. The study was based on published journal articles. To ensure transparency and methodological rigor, the review adhered to the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) guidelines, which outline structured procedures for identifying, screening and selecting relevant studies (Moher et al., 2009; Page et al., 2021).

#### Search Strategy

A thorough electronic search was conducted across major academic databases to identify relevant studies within banking and financial services domain. The specific databases and search details are presented in Table 1.

- reported performance or sales-related outcomes, and
  - were published in peer-reviewed journals.
- Studies were excluded if they:
- examined non-banking industries,
  - were policy documents, conference papers, dissertations, or editorials, or
  - lacked clear linkage to banking performance outcomes.

#### PRISMA Study Selection Process

### Economics And Social Sciences Academic Journal

#### An official Publication of Center for International Research Development

Double Blind Peer and Editorial Review International Referred Journal; Globally index

Available <https://cirdjournals.com/index.php/essaj>; E-mail: [journals@cirdjournals.com](mailto:journals@cirdjournals.com)



Article selection followed the four PRISMA stages: identification, screening, eligibility, and inclusion. The details of each stage are summarized in Table 2 below.

**Table 2. PRISMA Screening Summary**

| PRISMA Stage                                | Number of Articles |
|---|--------------------|
| Records identified through database search  | 112                |
| Duplicate records removed                   | 22                 |
| Records screened (titles and abstracts)     | 90                 |
| Records excluded after screening            | 40                 |
| Full-text articles assessed for eligibility | 50                 |
| Full-text articles excluded                 | 25                 |
| Studies included in final review            | 25                 |

#### Data Extraction and Analysis

Each selected article was carefully analyzed to identify relevant information, which related to customer-centered sales strategies, customer relationship management practices, relationship marketing approaches, and banking performance results. Data extracted included authorship, publication year, focus of research and major reported findings. A thematic synthesis approach was adopted to synthesize findings between studies. Recurring patterns relating to customer orientation, relationship continuity, cross-selling practices, and CRM implementation were identified and synthesized to explain the role played by relationship-driven practices in banking sales success. The structured PRISMA procedure provided a level of methodological consistency and increased the reliability of the conclusions based on the twenty-five (25) studies that were included in the final analysis.

#### 4. Discussion of Findings

##### 4.1 Customer-Centric Sales Strategies Adopted in the Banking Industry

Findings reviewed suggest that banking sales success increasingly depends on customer-centric engagement, rather than the traditional product-driven selling (Amirijobani et al., 2025; and Kolathappilly & Kumar, 2024). Evidence suggests that banks achieving better

performance outcomes do not necessarily sell more products but change the construction of sales interaction around customer value creation (Olunuga & Adekoya, 2021; Hidayat & Idrus, 2023; and Nwodo et al., 2025). The convergence of findings indicates that customer orientation is a performance mechanism and not a customer service ideal. Sales staff who take an advisory approach and focus on building long-term relationships tend to outperform purely transactional sellers, as customer trust plays a decisive role in whether banking services are adopted (Adusei et al., 2020). A clear pattern across the reviewed studies is that customer-centric selling reshapes the role of sales activities within banks.

Instead of focusing on acquisition-based sales, institutions are increasingly relying on relationship stability to maintain revenue streams. Relationship-oriented attraction and retention practices occur repeatedly as factors that determine performance stability, suggesting that customer engagement helps to reduce revenue volatility due to the constant replacement of customers (Eboh et al., 2024; Udeh et al., 2024). These findings contradict the conventional wisdom that aggressive selling is effective; evidence indicates that long term interaction leads to more sustainable sales outcomes.

Personal selling practices also demonstrate this change. Findings are consistent that interpersonal engagement



helps reduce customer uncertainty in financial decision-making, which is important in banking, where perceived risk is high (de Oliveira et al., 2023). Higher productivity from personal selling reflects stronger customer confidence than relying heavily on promotional efforts. (Ho & Wong, 2023). Sales-force effectiveness is enhanced when communication reinforces relationship quality over short-term persuasion in confirming that communication quality, and not communication frequency, promotes performance (de Bruin et al., 2021). The implication is that customer-centric selling moves competitive advantage toward relational competence.

Cross-selling practices are further evidence for this interpretation. Revenue growth within banks is more dependent on deepening relationships with existing customers instead of adding new customers. Cross-selling success is repeatedly associated with previous relationship strength suggesting that customers only accept additional financial products in places where trust already exists (Sinha & Mukherjee, 2020; and Vijayakumar & Ralesh, 2024). This implies that customer-centric sales strategies function cumulatively; relationship investment precedes sales expansion. Banks that fail to focus on relational engagement therefore limit their own ability to cross-sell in spite of having comparable product offerings.

Relationship selling also provides reinforcement to this argument, showing that continuous involvement lowers

customer switching behaviour and bolsters institutional loyalty. Constant communication and service responsiveness amongst users contributes to the repetition of patronage suggesting that sales performance is a function of a continuity of relationships and not isolated transactions (Hidayat, K., & Idrus, 2023; Mustapha et al., 2023; Murashiki, 2025; and de Bruin et al., 2021). The findings reviewed together indicate that customer loyalty is not an outcome that happens after a sales success but rather, it functions as a precondition for achieving the same. Customer segmentation and CRM integration help increase customer-centric selling effectiveness further. Segmentation helps banks to strategically focus sales effort on customers that have a greater long-term value potential and allows for better conversion efficiency (Amirijobani et al., 2025). CRM systems reinforce this process by converting knowledge about the customers to actionable sales intelligence through personalized interaction that boosts the uptake of products and positioning (Olunuga & Adekoya, 2021). The enhanced organizational performance relating to the adoption of CRM is a reflection of enhanced customer engagement and not necessarily technological adoption itself (Mustapha et al., 2023; Udeh et al., 2024). The key customer-centric sales strategies identified from the reviewed studies are summarised in Table 2.

**Table 2 Customer-Centric Sales Strategies Identified in Banking**

| <b>Customer-Centric Sales Strategy</b> | <b>Core Analytical Finding</b>  | <b>Observed Sales Implication</b>                        |
|--|---|--|
| Customer-oriented selling              | Trust-based advisory engagement improves customer confidence in financial decisions   | Higher product adoption and improved sales effectiveness |
| Personal selling                       | Direct interaction reduces uncertainty and strengthens relational confidence          | Increased patronage and improved sales productivity      |
| Cross-selling practices                | Additional product uptake depends on pre-existing relationship strength               | Revenue expansion through multi-product holding          |
| Relationship-based engagement          | Continuous communication reduces switching behaviour                                  | Improved customer loyalty and repeat transactions        |
| Customer segmentation                  | Targeted interaction aligns services with financial capacity and behavioural patterns | Improved conversion efficiency and focused sales growth  |



|                         |  |  |
|-------------------------|--|--|
| CRM-enabled interaction | Customer knowledge supports personalized selling decisions | Sustained service utilization and stronger competitive positioning |
|-------------------------|--|--|

The evidence summarized in Table 2 demonstrates that banking institutions adopt customer-centric strategies that shift sales from transactional exchanges to relationship-driven engagement, directly influencing product uptake, retention, and revenue expansion.

#### 4.2 Relationship Management Practices Associated with Banking Performance

Findings synthesised across the reviewed articles suggest that banking performance is less dependent on isolated improvements made to service delivery, and more dependent on the effectiveness of banks in institutionalising relationship management practices. Evidence shows that performance tends to improve when customer interactions are properly organized, monitored, and managed as part of a clear strategy rather than handled occasionally or without structure (Adanlawo et al., 2024). CRM implementation is repeatedly emerging not as a technological intervention, but as an organizational capability for transforming customer relationships into performance outcomes.

Several reviewed studies found measurable performance improvements associated with CRM adoption. Jerry & Ayuba (2019), Fiiwe et al., (2023); Madani & Hamiche (2021); and Nwodo et al., (2025) reported significant performance of institutional performance indicators when CRM integration occurred, focusing on enhanced customer interaction management as the main driving force rather than CRM system deployment itself. Similarly, Kolathappilly & Kumar (2024) reported that CRM adoption improved profitability through increased customer satisfaction and service efficiency, suggesting that relationship management has a direct contribution to financial outcomes. These findings together suggest that performance improvements are achieved when CRM supports informed decision making based on customer knowledge and not routine administrative processing.

A critical convergence across studies is that customer retention is the strongest relationship between relationship management and banking performance. Evidence suggests that retained customers contribute disproportionately to institutional stability because repeated service utilization allows for a decrease in acquisition costs and stabilization of revenue flows. Mustapha et al. (2023) established the relationship between the strengthened process of customer interaction and improved organisational performance result while Udeh et al. (2024) associated structured relationship management with higher financial performance due to increase usage of service by loyal customer. These results suggest that performance improvement is cumulative; there are positive effects for banks as relationships mature. Relationship management is therefore a long-term performance investment rather than a short-term operational activity.

Customer satisfaction appears repeatedly as an intermediary mechanism for relation management to influence outcomes. CRM-driven service responsiveness boosts levels of satisfaction that further leads to loyalty and repeat patronage (Chigbata & Okafor, 2023; and Komulainen & Saraniemi, 2019). However, findings also suggest that satisfaction itself is not sufficient to ensure improvement in performance if not accompanied by ongoing engagement practices. Olunuga & Adekoya (2021) demonstrated that performance of marketing improved when customer knowledge management was translated into customer satisfaction, with subsequent targeted service offerings. This distinction makes an important analytical implication, for relationship management to be effective customer insight must inform strategic action.

Relationship marketing practices further add to this argument. Continuous communication and responsiveness lowers switching behaviour and builds customer commitment, which directly boosts the effectiveness of the organization (Hidayat & Idrus, 2023). The reviewed evidence is suggestive that sales performance outcomes are



closely correlated with relational consistency rather than service quality (Wang et al., 2023). Banks that have long-term engagement have performance stability as customers view consistent engagement as institutional reliability. Another key strand that has echoed from the findings has to do with integrating customer attraction and retention strategies. Eboh et al (2024) reported that customer attraction, service innovation and relationship continuity collectively influenced operational and product performance outcome in deposit money banks. Performance gains therefore do not come from attracting new customers on their own but from incorporating new customers into ongoing relationship systems. This is a challenge to acquisition-driven banking models that tend

to focus on opening accounts rather than a sustainable relationship.

Customer segmentation is another area that proves to have measurable performance implications. Amirijobani et al. (2025) reported improved organizational outcomes in which communication quality and segmentation matched services with customer behavioural characteristics. Segmentation improves relationship efficiency by focusing engagement resources on customers who have higher lifetime value potential as this implies that the effectiveness of relationship management relies on strategic allocation rather than providing uniform service delivery. Table 3 shows the relationship management practices and their respective performance outcomes identified from the analysed findings.

**Table 3 Relationship Management Practices and Associated Banking Performance Outcomes**

| Relationship Management Practice | Identified Mechanism  | Performance Outcome                                    |
|----------------------------------|---|--|
| CRM implementation               | Structured coordination of customer information and interaction | Improved institutional performance and profitability   |
| Customer retention systems       | Sustained engagement reduces customer churn                     | Stable revenue streams and increased lifetime value    |
| Customer satisfaction management | Service responsiveness enhances loyalty                         | Repeat patronage and strengthened financial stability  |
| Relationship marketing           | Trust and commitment embedded in continuous interaction         | Reduced switching behavior and improved effectiveness  |
| Attraction–retention integration | New customers embedded within ongoing relationship systems      | Improved operational and product performance           |
| Behavioural segmentation         | Strategic allocation of engagement resources                    | Efficient performance alignment and growth consistency |

The findings in table 3 confirm that structured relationship management practices directly influence banking performance by stabilizing customer engagement and strengthening long-term financial outcomes.

#### **4.3 Contribution of Customer-Centric Sales Strategies and Relationship Management to Banking Sales Success**

The third objective focused on the contribution of customer-centred sales strategies and relationship management to the success of sales in the banking industry. Findings synthesized across the reviewed studies suggest that sales performance in banking cannot be explained by either sales strategies or relationship management practices individually (Imhanzenobe et al., 2024; Sinha & Mukherjee, 2020; and Adusei et al., 2020). Instead, banking sales success is borne out of the combination of



customer-focused selling behaviour and structured relationship management systems that maintain long-term engagement.

There is consistent evidence that customer centric selling provides the conditions required for relationship management to produce measurable sales results (Amirijobani et al., 2025 and Komulainen & Saraniemi, 2019). Customer-oriented interaction enhances the formation of trust, which is followed by an increase in the willingness of customers to adopt other banking products. Sales executives who displayed customer-oriented behaviour attained better outcomes in their performance as the quality of the relationship had a direct effect on purchasing decisions (Adusei et al., 2020). However, customer orientation alone does not ensure long-term sales success unless there is a supporting institutional system that can continue to engage customers beyond first contact. CRM structures therefore translate interpersonal engagement into organizational sales performance (Mustapha et al., 2023).

A clear pattern that emerges in the findings is that customer-centric sales strategies play the leading role in product adoption, and relationship management practices ensure continuity and expansion of products. Personal selling aids in increasing customer confidence and patronage through reduced perception of financial risk (Ho & Wong, 2023), whereas CRM-backed interaction guarantees that customers will stay in touch after initial service adoption (Udeh et al., 2024). Sales success therefore represents a sequence: customer-centric selling builds up relationships and relationship management stabilizes and expands relationships.

There is strong evidence of this interaction effect from cross-selling. Revenue growth linked to cross-selling practices is strongly dependent on relationship strength and less on promotional intensity. Customers show more accepting behavior towards additional financial services where there is prior interaction to build trust (Sinha &

Mukherjee, 2020; Kwiatkowska, 2018). Relationship marketing practices further reinforce this process by reducing the switching behaviour as well as fostering repetitive patronage (Hidayat & Idrus, 2023). Sales expansion within banks therefore seems to be relationally conditioned suggesting, then, that successful sales outcomes are cumulative results of sustained engagement rather than isolated selling events.

Customer knowledge management is another important link between customer centered selling and relationship management and sales success. Targeted interaction which is informed by customer data enhances marketing performance since the banks align service offerings with the customer need and behavioural pattern (Olunuga & Adekoya, 2021). CRM-enabled engagement helps banks identify opportunities for expanding services, which increases customer lifetime value and enhances competitive positioning (Ahmed, 2016). Findings reported by Eboh et al. (2024) further indicate customer attraction, service innovation, and relationship continuity have a joint effect on product performance outcome and thus contribute to sustaining sales growth, thereby reinforcing the integrative role of relationship management in sustaining sales growth.

Customer segmentation reinforces this combined effect by targeting sales efforts on customers who have a higher value potential. Customer-centric banking models which integrate segmentation with communication quality have proved to have better outcomes for the organization due to personalized engagement which boosts the efficiency of conversion in the sale interaction (Amirijobani et al., 2025). These findings show that sales success is not merely dependent on the intensity of customer engagement but is dependent on the strategic alignment between customer knowledge, relationship systems and selling practices. The combined contribution of customer-oriented sales strategies and relationship management to the success of banking sales is summarized in table 4.

**Table 4. Integrated Contribution of Customer-Centric Sales Strategies and Relationship Management to Sales Success.**



| Integrated Mechanism                         | Interaction Effect                                   | Resulting Sales Outcome                       |
|--|--|---|
| Customer orientation + CRM systems           | Trust formation supported by institutional follow-up | Sustained product adoption                    |
| Personal selling + relationship continuity   | Initial confidence reinforced by ongoing engagement  | Increased retention and service expansion     |
| Cross-selling + relationship marketing       | Product expansion conditioned on relational strength | Revenue growth and deeper customer commitment |
| Customer knowledge management + segmentation | Data-informed targeting improves relevance           | Higher conversion and sales efficiency        |
| Attraction strategies + retention systems    | Acquisition supported by continuity structures       | Stable and cumulative sales performance       |

The integrated findings in table 4 above demonstrate that banking sales success results from the interaction between customer-centric selling practices and institutionalized relationship management capabilities rather than isolated sales efforts.

### 5 Conclusion

This study synthesized existing evidence to clarify how customer-centric sales strategies and relationship management function as determinants of banking sales success. Findings indicate that banking sales performance is increasingly driven by relationship-oriented engagement rather than product-focused selling. Customer-centric sales practices such as personalized interaction, advisory selling, and cross selling are used to initiate customer relationships, whilst structured relationship management practices are used to maintain engagement and turn interaction into measurable performance results. The analysis shows that customer retention, trust building and effective use of customer knowledge led to higher adoption of products, services and stabilize revenue. Banking institutions are thus successful with sustainable sales if customer-oriented selling is accompanied by integrated CRM systems and continuous relationship marketing measures. The study contributes by presenting a unified perspective showing that sales effectiveness in banking emerges from the combined influence of customer-centric strategies and institutionalized relationship management rather than isolated sales efforts.

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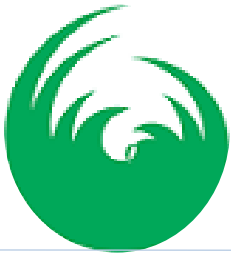
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