

ENTREPRENEURIAL MOBILE MARKETING AND CUSTOMER RETENTION OF EATERIES IN PORT HARCOURT.

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ABSTRACT

This study provides insight into the use of entrepreneurial marketing in the mobile app context, with aim of answering the research question: how can entrepreneurial marketing be used to affect mobile application adoption and retention? The motivation for the study stems from the lack of research on entrepreneurial marketing in the mobile application context and the scarcity of research on mobile application marketing. A thorough review of studies relating to entrepreneurial marketing, mobile commerce, mobile advertising and mobile applications was conducted in order to establish the theoretical foundations of this study. On the basis of the literature review the Intelligence, Acquisition, Retention(I-A-R) framework was constructed which explores marketing through customer intelligence, acquisition and retention. Ethnography was utilized to study experts across four company blogs. These blogs present North American companies that offer services and/or platforms related to mobile app marketing mainly to small and medium sized enterprises. Due to the large amount of data, the findings were first categorized according to the I-A-R framework, and then a summarized and presented along with a revised framework. The revised framework presents a four stage mobile app marketing process. These stages represent the app developer's approach towards making apps, the development of the app, user acquisition, and user retention. In terms of the research question, the two most important ways that EM can be used in the mobile app context are: creating apps that users have an incentive to share in order to leverage a small marketing budget for user acquisition and establishing relationships as a customer loyalty strategy.

Keywords: Entrepreneurial Marketing Orientation, Customer Intimacy and Opportunity Focus

INTRODUCTION

This paper examined entrepreneurial mobile marketing and customer retention of eateries in Port Harcourt. The purpose of the study was to ascertain the link between entrepreneurial mobile marketing and customer retention of eateries in Port Harcourt. The study proposed a entrepreneurial mobile marketing model with mobile payment and mobile advertisement as dimensions of the predictor variable (mobile marketing) and eateries performance as the criterion variable. A cross-sectional survey research design was adopted for the study while the Spearman rank correlation coefficient was used to test the hypotheses with the aid of the SPSS version 21. The study revealed that mobile marketing (mobile payment and mobile advertisement) substantially and positively relates with eateries performance. The study recommends that eateries in Port Harcourt should invest in developing the appropriate mobile payment and mobile advertisement strategies to appeal to mobile device users and gain an edge amidst the emerging competitive trends to enhance performance consistently. The advent of the internet, mobile technology and intrinsic features of mobile devices has ominously changed the business environment of most organizations. As a growing number of mobile phone users and customers are living the mobile lifestyle (Jay, 2013).

The apparent dynamism of the business environment as well as the value requirement of the customers has given birth to the zeal and curiosity of better ways to serve customers effectively and efficiently.

Most organizations aim to reduce cost without hurting their level of productivity and gain an edge over the competition for a share of the minds and wallets of customers (Okefor, 2003). Entrepreneurial Mobile marketing offers customers real time access and allows them to share experiences in real-time and enables the organization to communicate the value of their products and services in a manner that will enable them to gain a prime place in the competitive space (Didia & Otite, 2017). Mobile marketing has become one of the trending marketing strategies in the contemporary business world. Due to customer sophistication, the rapid growth in the sales of smart-phones and its special features; ultra-portability, location-sensitivity, and its independence of any other channel throughout the world (Shankar & Yadav, 2010; Preetham, 2015). The definition of marketing has changed emphasis from purely transaction driven to being process driven. The process approach combines both transactional (related to fast-moving consumer goods) and relational (related to services) qualities, which strives to establish, maintain, and enhance mutually beneficial relationships with customers so as to satisfy the objectives of all parties. This new definition of marketing realizes the value of the lifetime customer and the importance of preventing customer defections. Customers are demanding more; therefore marketers of food and beverage products must work to meet those demands. Marketers, just like the adult butterfly must court their customers, build a relationship with them, and exchange vital information.

Conceptual Framework

The conceptual framework of this study shows the linkage between the independent and dependent variables. The independent variables is Entrepreneurial Mobile marketing (Mobile Payment, Mobile Advertisement, App Experience, Updates, Building Relationships) which are consistent with the study of, while the dependent variable is customer retention measured in terms of repeat patronage and referrals which is line with the study of Saha, Hasan and Uddin (2014).

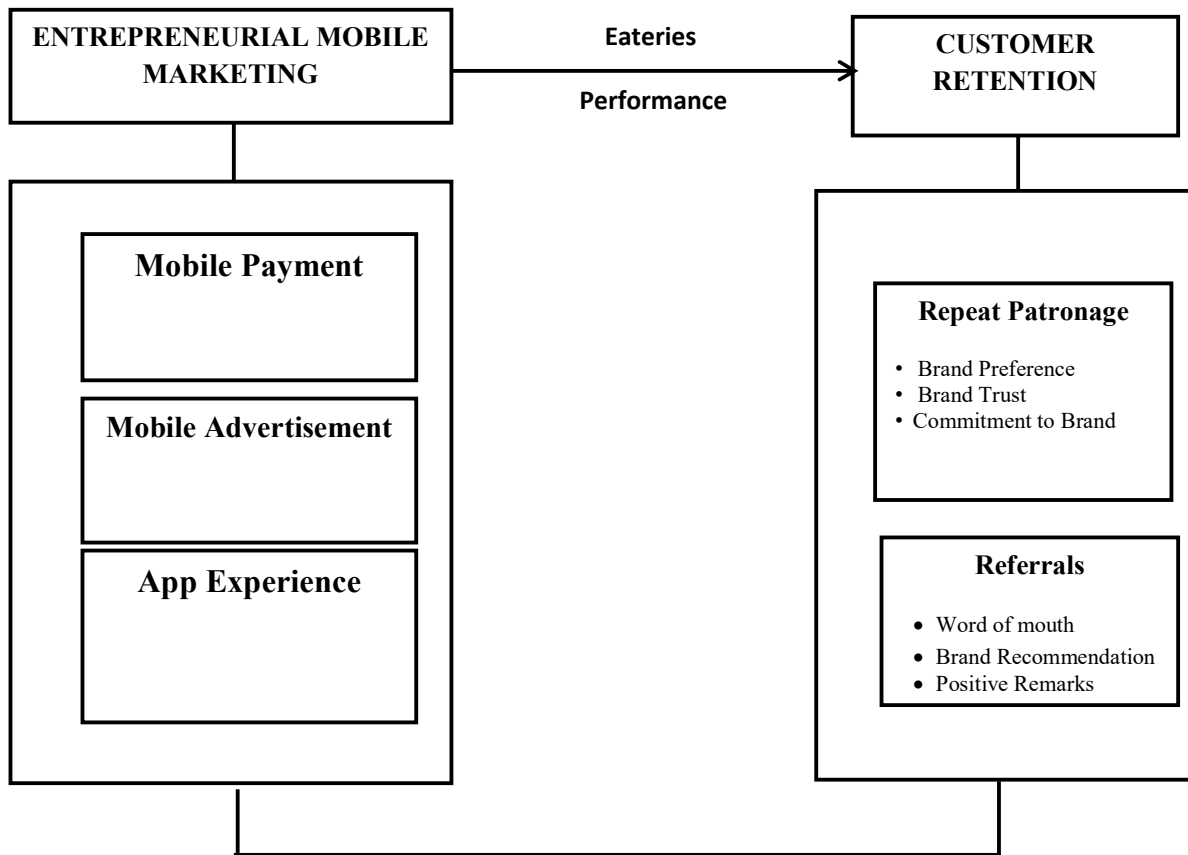


Fig.1.1: Conceptual Framework of Entrepreneurial Mobile Marketing and Customer Retention of eateries in Rivers State.

Source: Hakim (2017); Ndubisi (2006); Saha, Hasan and Uddin (2014).

Aims And Objectives

The aims of this study was to ascertain the link between entrepreneurial mobile marketing and customer retention of eateries in Port Harcourt. The specific objectives were to:

1. Discover the relationship between mobile payment and eateries performance.
2. Examine the relationship between mobile advertisement and eateries performance.

Research Questions

In view of the specific objectives above, the following research questions were posed.

1. To what extent is the relationship between mobile payment and eateries performance?
2. To what extent is the relationship between mobile advertisement and eateries performance?

Research Hypotheses

The following research hypotheses were formulated to guide the study.

Ho1: Entrepreneurial Mobile payment and eateries performance are not significantly related.

Ho2: Entrepreneurial Mobile advertisement and eateries performance are not significantly related.

Ho₃: firm reputation does not significantly moderate the relationship between relationship marketing practice and customer retention of eateries performance in Rivers State.

REVIEW OF RELATED LITERATURE

This chapter reviews related literature on Entrepreneurial mobile marketing and customer retention of Eateries in Port Harcourt. It covers the conceptual review, theoretical foundation, empirical literature, gap in literature and summary of literature.

CONCEPTUAL REVIEW

Entrepreneurial Marketing

Marketing and Entrepreneurship have traditionally been seen as separate business disciplines, but with the increasing amount of research on small and medium sized enterprises (SMEs) it has become important to define how smaller companies conduct their marketing (Hills, Hultman and Miles, 2008). It is important to note that since innovation is seen as a prerequisite for entrepreneurship, not all small-business owners are entrepreneurs. Therefore entrepreneurial marketing (EM) has often been defined as —marketing of small firms growing through entrepreneurship|| (Bjerke and Hultman, 2002, p.15).

Dimensions of Mobile Marketing

Mobile marketing emerged in the late 1990s with the sending of simple messages through short message service (SMS) Okazaki (2012) as cited in Amirkhanpour, Vrontis and Thrassou (2014), but the strategies changed with the advent of smart-phones using various mobile operating systems such as Apple iOS, Google, Android. As a result many mobile network operators now offer a broad range of mobile applications and transaction/payment services in addition to informational and entertainment services to their subscribers (Amirkhanpour et al., 2014). With mobile marketing, organizations can distribute relevant information about their offerings on a personalized and interactive basis to online customers through mobile devices and mobile web browsing technologies (Hopkins & Turner, 2012; Amirkhanpour et al., 2014).

The various definitions established that, mobile marketing is fueled by the advent of smart-phones and mobile apps and this has offered an opportunity for companies to be maintaining an interactive and meaningful communication with their existing and potential customers and advancing their progress in the loyalty ladder (Robayo, Montoya & Rojas, 2017 Didia & Otite, 2017). According to Robayo, et al. (2017), the growing penetration of smart-phones along with the great popularity of mobile apps has made companies look for a quick development of these tools to incorporate them into their mix of digital marketing, in order to maintain a high level of competitiveness. With real-time connectivity capabilities enabled by smart-phones, many companies are anchoring in the features offered by mobile marketing, which include the possibility of sending promotions, to notify about experiential marketing activities, sending relevant advertising and actions that seek the loyalty of consumers (Robayo, et al., 2017). This shift in marketing evolution to mobile marketing has brought about innovative and fashionable ways of marketing businesses while instantaneously working to enhance customer loyalty (Saeed et al., 2018).

Mobile payment and advertisement are considered subset of mobile marketing, since mobile devices have become the most significant tools in the retailer – customer relationship. Robin, (2014) submitted that mobile payments can be used for the following three transactions: payment for goods and services (shopping, bills payments, mobile remittance like sending money to or receiving from people, (person-to-person) intra or international), mobile banking (Withdrawals, transfers and other transactions on real bank accounts) and to keep in touch with customers.

Mobile Payment

The proliferation and surge in the use of mobile devices in e-business, as well as the acceptance of mobile phones has led to the development of mobile payment tools (Gokhan & Sebnem, 2016). Dahlberg, Mallat, Ondrus and Zmijewska (2008) posited that mobile payment is the payments for goods, services, and bills with a mobile device such as mobile phone, tablets etc. by maximizing wireless and other communication technologies. Pousttchi (2008) considered mobile payment as the instigation, permission, and completion processes of payment through mobile devices. Mobile payments are payments made through mobile network operators (MNO) and mobile devices using associated infrastructures (Robin, 2014). Ondrus and Pigneur (2006) indicated that mobile payment systems are expected to be major tools in numerous transactions because of the rapid growth in the usage of mobile devices and rapidly development in m-commerce activities. In developed economies, mobile payment systems are used by a substantial percentage of mobile users.

Mobile Advertisement

Mobile devices have become the most significant tools in the retailer – customer relationship. Maja, (2014) submitted that several applications on mobile devices can keep target market informed about special offers, new products and services. And mobile advertising is the new direction of marketing activities of many retailers as retailers are able to personalize their market offerings, fully aware of individual needs of customers.

Rejzerewicz, (2012) indicated that mobile advertising is one of the newest technological capabilities of mobile devices that not only assent the sending of messages, but also use the bluetooth system to spread information about new store offers, new products, services, promotional campaigns, sales, etc. Fawaz, Hojaj and Kobeissi (2011) opined that mobile advertisement is sending messages to customers' mobile devices about sales, promotions and bluetooth marketing.

The Mobile Marketing Association (2009) submitted that in planning a mobile advertising campaign, multiple channels can be used to reach the customers. They include: Mobile Web sites (text tagline ads, mobile web banner ads, WAP 1.0 banner ads, rich media mobile ads), mobile applications (In-app display advertising units, integrated ads, branded mobile applications, sponsored mobile applications), mobile messaging (SMS Advertising, MMS Advertising) and mobile video etc. and can be incorporated into a collaborative campaign.

App Experience

App experience is seen across the blogs as the key factor behind retention, but only a few posts go into specifics of how a good app experience is created. Matthew on the Startapp blog highlights that apps such as Angry Birds have become popular due to initially having a simple interaction model and —adding more detail to the user's mental model at just the right time|. This means that the app is easy to learn, but the complexity of the app is revealed over time. Johnathan Kay on the Appclover blog adds that developers should utilize unlockable features and achievements to give users incentive to spend time on the app and communicate to the user that more features are coming soon creating anticipation. Even with a great in app experience, retention can be hindered if the app does not integrate with the existing workflow of the user: —I can think of a calendar app. If a calendar app doesn't integrate with my Google Calendar, then it's not happening. It has to have that workflow, at the end it has to have some of the great experience to go along with it.|| (Ian Seffereman, Apptentive blog video)

Updates

Updates are seen as a way to show users that the more value is being added to the app and gives the app developer a way to get users to come back to the app. The developer can also show that they care about the user and have listened to their feedback. —Updates are awesome for increasing revenue, re-activating daily sales, and strengthening your overall app strategy, for great app marketing. Your users took the time to download your app and want to feel like that's worth something, so make it worth something. There is nothing more powerful than making a customer feel like you really care about them and updates are the ultimate way to do that.|| (Carter Thomas, Appclover blog) Ezra Siegel on the Apptentive blog noted that automated app updates in Apple's newest mobile operating system will hurt retention since —the automatic updates take away one of the only touch points that companies have with their entire mobile customer base||. This is argued to make customer communication a higher priority for developers.

Building Relationships

Building relationships with customers is the main focus of the Apptentive blog and is also mentioned in a few interviews on Appclover blog. Ezra Siegel on the Apptentive blog highlights that although having a relationship with customers can yield better feedback and give them a better overall experience, it has become quite normal for companies to not have a relationship with their customers in the digital age. This problem is even more pronounced in the app store where —the big problem with App Store is that Microsoft, Google, Apple—they own the customer relationship—and so as a result, by default, you as a developer don't know who those customers are|| (Robi Ganguly, Apptentive video). This means that developers need to find out who their customers are by capturing their information inside the mobile app or by communicating with customers outside the app, for example, by engaging social media. An open-door policy is suggested as a way to create relationships and to maintain competitive edge against larger competitors:

—As an independent developer, you can create real, trusting relationships with your customer. When your customers know that they're dealing with a real person, just trying to do their best, they are more lenient and understanding of any problems that arise. Investing the time and effort into your open door strategy is the best way to ensure that you stand out against your larger, less personal competitors|| (Robi Ganguly, Apptentive blog). This kind of open door policy means that users give feedback more frequently which allows the developer to understand the users better and to develop the app according to their feedback. Having better understanding of user needs can make the app feel more personalized:

—The difference between leaders and followers in markets is that the true leaders actually uncover the real customer needs faster and more regularly. Leaders create solutions that feel personalized because they are in-line with customer behavior and needs. The better you understand your customer, the more you'll be able to provide solutions to their problems before they even have to ask you to solve it.|| (Robi Ganguly, Apptentive blog) Furthermore, communicating with the users that have given feedback can produce dialogue and produce a positive response toward the developer.

Eateries Performance

Eateries as submitted by Bender and Bender (1993), are an evolving blue chip business introduced by civilization, and industrialization. Eateries performance is a complex concept because it is subjective due to both internal and external elements surrounding organizations and customers (Narasimhaiah, Toni & Betty, 2010). The performance of eateries is the appraisal of their operations and results in comparison with other eateries based on some key performance indicators. Lytle and Timmerman (2006) identified firm's vision, organizational culture and

structure, style of leadership, government policies and innovativeness as major factors that impacts firm's performance. Some scholars opined that there are various factors that create positive dining experience and enhance eateries performance they include; waiting time, service quality, attitude of front-line employees, menu variety, food prices, food quality, food-quality consistency, ambience of the environment, and accessibility (Davis & Vollmann 1990; Kivela, Inbakaran & Reece, 2000; Sulek & Hensley, 2004). Park (2004) sees eateries shifting from their product-centric perspective to a customer-centric approach and the most conservative catering ethics of eateries (Chu, Kunag & Chung, 2000) are evolving into a more refined way of rendering services to improve on their performance yet they keep fluctuating consumer expectations concerning food quality, dining experience, eatery atmosphere, speed of service, and convenience. Measuring eateries performance helps in converting its plans, goals and objectives into anticipated behaviors (Kaplan & Norton, 2001).

Concept of Customer Retention

Blattberg et al. (2001) state that customer retention is taking place when a customer keeps on buying the same market offering over a long period of time. For products with short purchase cycles, they define customer retention as occurring when 'the customer continues to purchase the product or service over a specified time period'. For products with long purchase cycles, they define customer retention as taking place when the customer indicates the intention to purchase the product or service at the next purchase occasion. Payne (2000) defines customer retention rate as the percentage of customers at the beginning of the period who still remain customers at the end of the period. Payne warns, however, that other more complex definitions might be more appropriate in instances where customers make use of more than one business simultaneously.

Ramakrishnan, (2006) defines customer retention as the marketing goal of preventing customers from going to the competitor. Customer retention is the way in which organizations focus their efforts on existing customers in an effort to continue doing business with them. However, customer retention can also mean the number of customers who stay with the provider in the course of an established period, such as a year (Dawes, 2009). Customer retention is a key factor in determining the success of businesses today. Fluss (2010) notes that competitors are always on the lookout to steal customers through better deals. Fluss has observed that annual customer attrition rates range from 7% in industries that have high exit barriers such as banking and insurance, to almost 40% in the mobile phone industry. It can, therefore, be concluded that customers in the cellular industry keep on switching network providers for better deals. Customer retention has a direct impact on long term customer lifetime value, which is a more profitable avenue for firms that seek to pursue growth and sustainability or those that seek to protect themselves from market shrinkage resulting from a contracting economy (Gee et al., 2008). Supporting this argument, Lombard (2009) notes that today the pressure on companies to retain customers is fuelled by the market where customer acquisition is slow. Customer retention is important when loyalty is decreasing and sales cycles are aggravating the business environment. Under these circumstances, losing an important customer to a competitor would impact significantly on the organisation's profitability and growth.

To measure customer retention, therefore, a number of factors need to be taken into account. These include the customer retention rate over time, the customer retention rate by market segment in terms of the different services or products offered, and share earned of the customer's wallet (Payne, 2000). Measuring the customer retention rate is seen as the initial step in improving loyalty to, and the profitability of, a service organization (Payne, 2000a), yet many organizations do not understand the importance of improving customer retention rates, and the impact of these on profitability.

The customer retention rate must be measured and managed and can be calculated in two ways: a crude customer retention rate, or a weighted one. A crude customer retention rate measures the total percentage of customers the organization retains, based on the decline or escalation of customers over a specific period of time. The weighted retention rate is calculated by weighting customers according to the volume of their purchases. Ahmad and Buttle (2001) state that in the case of hotels, measuring retention should involve measuring the absolute number of customers who have been retained, as well as using a weighted rate, which takes into account the 'share of wallet', as well as the life time value, of a customer. Service organizations need to understand why their customers remain with them and should not assume that when customers remain it is a positive, mindful choice on their part. Customers may stay with a service organization due to any number of (sometimes intangible) ties or links with it. Some of these are positive, and increase the dedication of customers as with, for example, increased satisfaction.

Other links are negative, yet still tie the customer to the service organization: a sales representative, for example, is obliged to stay at a particular hotel every time the customer travels in the area because of an agreement between his or her company and the hotel. Retained customers represent an opportunity to increase profitability as well as loyalty. Egan (2001) suggest that customer relationship profitability is the result of improved quality in the service provided by an organization. A satisfied customer creates a strong relationship with the service provider; this leads to relationship durability and customer loyalty and retention. Loyalty is widely considered to include both a behavioral, as well as an attitudinal, dimension (Baloglu, 2002) yet the focus in the literature has gradually shifted from an attitude changing effort at creating a satisfied customer, to a behaviour changing approach that seeks to create a loyal customer who will be retained and who will make referrals.

Measures of Customer Retention

Repeat Patronage:

In the context of marketing, patronage is an exchange process where one receives a service or goods in exchange for money or other considerations. Customer patronage is therefore, the purchase of goods and service from a vendor by a customer or a business. The customer purchases and expects to derive benefits or satisfaction from the goods or services as consideration for the exchange for money paid. According to Caudill and Murphy (2000). customer expectations of satisfaction leads to an increase in tendencies to purchasing a particular brand. They reiterated that firms that provide high quality products and services on a regular basis will have more satisfied customers and these customers will likely re-patronize the service and products next time. when indicating that comparatively, firms that offer service of superior quality is bound to get their customers satisfied as well as get higher economic returns more than their competitors. Oftentimes managers use customer satisfaction to forecast brand loyalty that ultimately lead to repurchase. On this basis it is expected that customers of restaurants with opt for the sources that meet their quality and value expectations over those that do not; and ignorant will experience customer traffic decline as guests support competing restaurants (Stevens, Knutson &Patton, 1995). Thus, a customer's loyalty is founded not only on firm's remarkable but may also be influenced by other factors such as restaurant image, personnel.

Repeat purchase can be described as the placing of order after order by a consumer from the same organization, it can also be seen as the buying of a product or services by a consumer of the same brand Repeat purchase customers are customers who are satisfied emotionally, intellectually, physically by an organization offering which could be in form of a product which exceeds their expectations. Repeat purchase in another context could be referred to as "re-patronage intentions," according to Wirtz and Lwin (2009) it is the willingness of an individual to re-patronize a services organization. In a relationship built on trust commitment is engendered

and then becomes a major predictor of future purchases. Customers regularly visit a particular firm based on their perception of trust—that is, they believe that the company has their best interest at heart when providing a service (Caudill & Murphy 2000). A repeat purchase is often a measure of loyalty to a brand by consumers, higher repeat purchase value means a well retained, satisfied customer, also higher repeat purchase value drives higher customer value, which means a better top line in the loyalty ladder. Higher repeat purchase value can mean higher profitability as it does not include new customer acquisition costs; organization can take some actions to ensure repeat purchase of either their products or services by listening to customer comments, suggestion, feedback, complaints, about the product or services they are offering, by also providing value adding services to the customer experience. Repeat purchase is the prime goal a company can set for its products since it is consumer reference to purchase a given brand in a product category. Customer repeat purchase is a good indicator of a long term business sustainability and profitability of an organization; this is because it points to customer satisfaction and retention.

Referral

Customer referral is one of the most powerful tool for increasing the level of customer patronage (Schmitt et al, 2013). When someone buys a good or service from a company and had a positive experience with the product or service purchased, he or she is more likely to tell others about his or her experience with the product or service and encourage them to try the company's product or service. If one customer tells five more persons, and then those persons tells other people, then the company will experience massive increase in customer patronage and sales growth. Barrot et al (2013) stated that referrals have a strong influence in determining what people buy and who they buy from. Guo (2012) noted that some companies reward their customers for creating a referral that turns into a client. This is a way of motivating other customers to refer people to the company's products and services.

Customer referrals are very crucial to the growth of an organization. Tuk et al (2009) noted that the only for company to grow and make more money is to increase sales. However, it takes a lot of effort and money to make a single sale. With all the efforts, hard work and money involved to make a sale, the company is always looking for a way to make its efforts yield result by growing its sales and profits. No matter how long a company has been in business, it already knows that making a sale through cold calls is tough. It is always easier when a customer recommends the company's products or services to someone else. It is for this sole reason why customer referrals matter a lot and should be an integral part of a company's marketing plans.

A referral from existing customers permits the sales force of the organization to penetrate into markets which are untouchable (Guo, 2012). The Author further suggested that, this strategic business potential of referrals is disregarded by organizations and very little attention has been given to it academically. She further highlighted that keeping high quality relationship with clients seems to boost their readiness to offer referrals. This leads to achievement of retained relationship. As soon as clients expect continued dealings, the clients will be willing to respond by referring colleagues, family and friends to their organizations. Also, Barrot et al (2013) submitted that when an organizations expects a service delivery to transcend, then the current interaction should be fostered. Continuous communication with the same organization boosts customer willingness to refer others to their service providers. Base on the above academic literature reviewed, it is suggested that, when quality relationship exist between customers and their organizations, the relationship is sustain mainly by the distribution or sharing of information. Customers then feel close and part of the organizations which boost their moral to provide referrals to their service providers. This happens mainly because members anticipate future interaction with their service providers.

Organizations should put effective complaint management systems in place in order to address customer complaints/problems and reduce the detrimental consequences of service delivery failures. Not only do satisfied customers conduct repeat business, but they also act as advocates for their organizations (Guo, 2012). Consumers are likely to share their experiences with other people. If consumer's attitudes towards a particular organization are positive, they are likely to praise that organization and disseminate a positive word of mouth (Bashir, 2008). If consumers had unsatisfactory experiences with a company, they may distribute a negative word of mouth by sharing those experiences with other people. Spreading positive word of mouth by consumers has many benefits for organizations. Without incurring any extra costs for attracting new customers, an organization can do so via the distribution of positive word of mouth communication by its customers. Positive word of mouth is of great importance particularly to the online retailers where most product offerings are both tangible and intangible in nature and require personalized touch of customer service in order to generate positive comments from the customers. Previous researches on satisfaction and service quality revealed that the effect of a customer's past experience with a firm can be transferred and often influential on their attitude and behavioral responses towards the present encounter. In line with this, Guo (2012) stated that positive word of mouth communication not only helps organizations to attract new customers but also build positive image about the firm. On the other hand, disseminating negative word of mouth has detrimental consequences on organizations. This can damage the image of the concerned organization and hence, distance the organization from its potential customers.

Referrals have emerged as a primary way through which companies in the online era acquire new customers. The customer is referred to as king in every marketing-oriented organization. The importance of customers cannot be overemphasized. Marketing success can only be achieved based on the number of profitable customers with an organization. It is no news that most marketing theorists have continually stressed the significance of customer satisfaction and the impact it poses on generating positive word of mouth referral from. Richins (2011) states that an organization should map out strategies that will generate positive behavioral intention (referral) as this is essential for achieving and sustaining organizational growth. According to Schmitt et al, (2013) customer referral are a form of stimulated word-of-mouth (WOM) that provides incentives to existing customers to bring in new customers. An important requirement for such programs is that individual purchase or service histories are available so that the firm can ascertain whether a referred customer is indeed a new rather than an existing or a former customer. Referral programmes have three distinctive characteristics. First they are deliberately initiated, actively managed, and continuously controlled by the firm, which is impossible or very difficult with organic word-of-mouth (WOM) activities such as conversations and blogs. Second, the key idea is to use social connections of existing customers with non-customers to convert the latter. Third, to make this conversion happen, the firm offers the existing customer a reward for bringing in new customers.

THEORETICAL REVIEW

The theoretical framework of this study builds on Huang's (2011) consumer-centric version of the VIP model that includes Benefits, Intention to use, and Use and impact (B-I-U). This model has been combined with entrepreneurial marketing principles highlighted by Stokes (2000) to form the I-A-R (Intelligence, Acquisition, Retention) framework presented below.

Customer Intelligence

Customer intelligence in EM initially occurs through innovation orientation which assumes intuitive assessment of market needs and moving to test assumptions on the basis of affordable loss by bottom-up targeting of customers (Stokes, 2000). In the mobile context, successful innovation

means leveraging of the value propositions of mobile such as the four value propositions provided by Clarke III (2008) or using mobile to break some of the previous space and time constraints (Balasubramanian, Peterson and Jarvenpaa, 2002). Innovative use of these unique characteristics of mobile devices has been found to be necessary to achieve high app ratings in the mobile health context (Lu et al., 2011), to create effective apps in the hotel industry (Kuan-Yu, Yu-Lun and Chia-Chun, 2012) and to affect app adoption in the case of pay-per-use applications (Hsiu-Yu, Liao and Ling-Hui, 2013). Feedback of marketing also known as market intelligence in EM is gathered informally through contacts involved in the industry (Stokes, 2000) and through partnerships with customers, suppliers and investors (Read et al., 2009).

Customer Acquisition

In new ventures personal networks play a significant role in getting the first customers since such firms face a lack of trust (Kraus, Harms and Fink, 2009). Aside from these early customers, EM focuses on creative approaches to customer acquisition that are resource leveraging and risk managing. Morris, Schindehutte and Laforge (2002) note that marketing efforts such as collaborative marketing programs with other companies, joint development projects, staged product rollouts and strategic alliances are examples of EM that can be risk managing and leverage resources. The most prominent EM marketing methods are guerrilla, buzz and viral marketing which are all based on the concept of word-of-mouth marketing that attempts to get consumers to share the marketing message. Guerilla PR attempts a word-of-mouth marketing effect to spread messages in the media (Hutter and Hoffmann, 2011). With the increasing amount of social interaction happening online, social media has become a very important channel for sharing information (Vieneran et al., 2013). In the mobile app context, Taylor, Voelker and Pentina (2011) highlight the importance of including social networking functions and the influence of social peers in influencing app adoption. Similarly, Lica (2010) highlights the importance of social sharing functions, but also argues that they must add value to the user while being easy to use and taking privacy into account.

Customer Retention

Establishing of personal relationships through the use of interactive marketing and creative approaches to customer retention are seen as the way EM can be used to maintain close relationships with customers (Stokes, 2000; Morris, Schindehutte and Laforge, 2002). Schindehutte, Morris and Pitt (2009) identify 4C's which are seen as a entrepreneurial reconceptualization of the marketing mix that attempts to address what is important to the customer thereby creating a more meaningful relationship. Laroche et al. (2012) highlight that in addition to being a traditional marketing channel, social media can be used to create communities that foster co-creation and make customers feel as part of the community. Bellman et al. (2011) identified that branded apps with epistemic and emotional value have a higher adoption rate, but informational/user centered apps were more effective in shifting purchase intentions. The suggested rationale is that experimental apps shift focus to the device making it more difficult to make a personal connection with the brand, implying that connection with the brand is an important factor beyond the initial customer acquisition.

Mobile advertising theory highlights that apps with advertising need to be careful not to send unwanted messages to users.

METHODOLOGY

The study adopted correlational survey design; the population of the study comprised of 10 eateries in Port Harcourt, Nigeria. The unit population consists of one hundred (100) managerial staff (production managers, quality control managers, marketing managers and procurement

managers). To generate data for the study, the questionnaire was distributed in the frame of ten (10) copies per firm. A total of one hundred (100) copies of the questionnaire were distributed. The reliability of the instrument was determined using the Cronbach's alpha test with the aid of Statistical Package for Social Sciences (SPSS) version 21 and it stood at 0.98 higher than the benchmark of 0.7. The data collected for this study were analyzed through descriptive and inferential statistics. The Spearman Rank Order Correlation Technique was employed to test the various hypotheses formulated through the aid of Statistical Package for Social Sciences (SPSS) version 21.0.

DATA ANALYSIS AND RESULT

In this section, the formulated hypotheses were tested adopting Spearman Rank Order Correlation Coefficient (ρ) with the aid of the Statistical Package for Social Sciences (SPSS) version 21.0. The decision rule that guided the test of hypotheses was, if significant/probability value (PV) < 0.05 (level of significance) = reject the null and conclude significant relationship and if the significant probability value (PV) > 0.05 (level of significance) = accept the null and conclude insignificant relationship. In determining the degree or strength of relationship between the variables under competitive positioning, this study adopted the categorization key set by Evans (1996) as follows:

Table 2: Description on Range of Correlation (r) Values and the Corresponding Level of Association

Range of r with positive and negative sign values	Descriptive level of Association	Remark of
0.00 - 0.19	Very Low	Very Weak
0.20 - 0.39	Low	Weak
0.40 - 0.59	Moderate	Moderate
0.60 - 0.79	High	Strong
0.80 - 1.0	Very High	Very Strong

Source: Field Survey, 2020.

The sign of the correlation coefficient indicates the direction of a relationship or association between the variables: thus (+) depicts a positive relationship while (-) depicts a negative one. The strength of the relationship is determined by the magnitude of the correlation coefficient (r): where zero (0) value indicates no relationship and one (1) indicates a perfect relationship. Hence the closer the value is to 1 tells of a strong relationship and the closer the value is to zero (0) tells of a weak relationship.

Table 3: Correlation Analysis of Mobile Payment and Eateries Performance Correlations

		Mobile Payment	Eateries Performance
Mobile Payment	Correlation Coefficient	1.000	.606**
	Sig. (2-tailed)	.	.000
	N	50	50
Eateries Performance	Correlation Coefficient	.606**	1.000
	Sig. (2-tailed)	.000	.
	N	50	50

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

Source: SPSS 21.0 Output (Based on 2020 Field Survey Data)

Table 3 above reveals the correlation analysis between mobile payment and eateries performance. The table shows that the correlation coefficient on the relationship between mobile payment and eateries performance is 0.606** based on the categorization in Table 2, the r value indicates a strong positive relationship. The correlation coefficient denotes that a strong positive relationship exists between the variable which means that, an increased in eateries performance is as a result of mobile payment. Premise on the result, the researchers therefore reject the null hypothesis and accepts a significant relationship between mobile payment and eateries performance.

Table 4: Correlation Analysis of Mobile Advertisement and Eateries Performance Correlations

			Mobile Advertisement	Eateries Performance
Spearman's rho	Mobile Advertisement	Correlation Coefficient	1.000	.772**
		Sig. (2-tailed)	.	.000
		N	50	50
	Eateries Performance	Correlation Coefficient	.772**	1.000
		Sig. (2-tailed)	.000	.
		N	50	50

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

Source: SPSS 21.0 Output (Based on 2020 Field Survey Data)

CONCLUSION

The main thrust for this study was to ascertain the link between entrepreneurial mobile marketing and customer retention of eateries in Port Harcourt. To achieve the objectives of this study, we adopted mobile payment and mobile advertisement as dimensions of mobile marketing, while we used eateries performance as the criterion variable. We tested two hypotheses in this study, formulated in the null format. The following conclusion was drawn from the study; that mobile payment and mobile advertisement (indicators of mobile marketing) can positively and significantly enhance eateries in Port Harcourt. This implies that the mobile marketing strategies adopted by eateries have substantial positive effect on their performance.

RECOMMENDATIONS

This study recommends that eateries should invest in developing the appropriate mobile payment and mobile advertisement platforms to appeal to mobile device users to gain an edge amidst the emerging competitive trends and enhance performance consistently. The conceptual approach to marketing and development of apps varied greatly across the blogs with three main categories emerging: minimum viable product, informal market research and partial innovation.

The minimum viable product approach relies on building a minimum viable product, launching it in the market to find core users, and iterating based on feedback. With the informal market research approach the developer attempts to understand the potential user and the app's position in the market before development.

This is accomplished through coming up with a unique selling proposition for the app, attempting to think like the potential user, and through estimating market demand by constantly monitoring the app store for trends or using tools such as the Google Keyword tool. This approach uses beta testing in order to get early feedback to validate assumptions. The partial innovation approach attempts to improve on the deficiencies of existing apps.

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