

Marketing intelligence and customer relationships: empirical evidence from Jordanian banks

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Revised: 1 October 2017
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Abstract This study aims at investigating the role of marketing intelligence in maintaining and building customer's relationships in Jordanian banks. More specifically, to measure the effect of marketing intelligence on maintaining and building current and new customer's relationships. The quantitative design has been built in the study methodology such as descriptive and hypothesis testing methods. A self-administrated questionnaire has been developed as data generation instrument. Using the convenient sample, 110 questionnaires were distributed to executives of marketing, customer relationships, information systems, and customer services who work in Jordanian banks' headquarters. Only 85 questionnaires were returned with response rate 77%. The study concludes that there is significant positive effect for MI on maintaining and building both current and new customer relationships. However, MI practices in Jordanian banks tend to get a new customer rather than to retain an existing one. Moreover, Jordanian banks have potentials to upgrade their marketing intelligence systems in order to achieve competitive advantages based on customer relationship approach. The study provides important lessons in applying marketing intelligence in maintaining and building customer relationships for practitioners or executives in banking industry.

Keywords Marketing intelligence · Customer relationships · Quantitative design · Questionnaire · Banking industry · Jordan

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Introduction

Internet technologies help businesses establish distinctive strategic positions to a greater extent than allowed by previous technologies. However, the studies in this field is still in its early stages in most developing countries, in particular in Jordan (Al-Weshah and Al-Zubi 2012). Banking industry is a large investor in the area of information system and applications. However, there is a pattern among executives in Jordanian banks that the information system investments and applications are not reaching the expected outcomes (Al-Weshah et al. 2009). In turbulent environment, Jordanian banks face greater risks in adaptation to environmental changes. Thus, coordination is need to adopt the information processing techniques (Al-Weshah and Deacon 2009b).

The banking industry in Jordan has remarkable change in the past few years. There are increasing growth in varieties of products offered because of the branching or mergers and acquisitions of banks in Jordan, therefore, marketing intelligence can play a critical role in the adaptation to environmental changes (Al-Nsour and Al-Weshah 2011).

In banking industry, where a strong competition, customer satisfaction has gained a good deal of importance. It is easy for competitor banks to capture a dissatisfied customer. To enhance customer satisfaction and retain customers, Jordanian banks have to adopt customer relationship approach. In changing environment in the banking industry, It is very important to keep on direct or indirect contact with the customers in order to build up long-term relationships with customers (Azzam 2014).

Huster (2005) stated that businesses need information about their internal and external environments related to customers, competitors, and industry. To achieve this task,



Igbaekemen (2014) proposed that marketing intelligence is daily information that are collect about the marketing environment that enable managers in organization to design and modify marketing plans. The marketing intelligence system identifies the relevant intelligence by investigating the external environment.

In order to maintain organization competitive position in efficient and effective way, organizations are using marketing intelligence for the survival of the organization and its development. Marketing intelligence provides companies with information about the their environment for purposes of decision making. Such information covers political, economic, technological and cultural environments, also include information about customer demographics and competitors (Suttle 2009). Marketing intelligence can be used to reduce the astonishments and the employees' inability against environmental dynamic and to minimize the business's exposure to environmental risks (Johns and Van Doren 2010). Moreover, the MI can improve performances of the research and the simplification of calculations (Micu et al. 2014).

Marketing intelligence comes from different sources such as: personnel executives, engineers and scientists, intermediaries, and the sales people (Igbaekemen, 2014). Venter and Rensburg (2014) stated that the market place opportunity and intelligence such as intelligence information about customers, competitors, and suppliers has a direct effect on customer perception of the quality of MI and it plays a mediating role, shown its strong relationships with other elements of marketing intelligence.

Generally, information technology, customers, and processes are the three elements that ensure the success of banking performance in the dynamic environment. Customer relationship is important in business and it is perceived as one of the most important tools in the banking industry. Thus, banks have to extend their customer bases (Gupta and Mittal 2013).

More specifically in banking industry, Kumar and Malik (2013) proposed other electronic CRM tools to communicate with banks such as computerized decision support system which is adopted by managers and customers to support them in making the optimal decisions; an automated teller machine (ATM), which enables customers to withdraw money at anytime and get relevant information about customers' account balance; and electronic fund transfer (EFT) which is used to provide their customers with services of money transfer among many branches in a particular bank. Venter and Rensburg (2014) concluded that marketing managers found the traditional MI and

marketing tools have great role in enhancing decision making; however, the role of new MI tools was unclear. By analyzing of MI practices, it is proposed that MI quality in terms of information and communication technology (ICT) can support MI in different areas.

Venter and Rensburg (2014) stated that despite the clear focus of strategic marketing decisions on the MI, few studies has been conducted on how MI enhance strategic decision making of marketing. Laketa et al. (2015) stated that customer relationship is a communication process in bank to gather information about customer and their reactions, in order to identify customer value in banks. On the other side, customers get relevant information about bank's products and services. Unlike traditional marketing, where goal is to send messages for customers, goal of modern marketing is to receive customers's feedback.

More specifically in Jordan, Al-Weshah, and Deacon (2009b) recommended that Jordanian banks face greater risks in adaptation to the environment changes. Thus, coordination is needed to activate the information processing in better ways. Moreover, to support marketing information processing in banks Al-Weshah et al. (2009) concluded that top management should support and believe in MKIS outcomes for improving overall bank performance. Moreover, training programs are necessary for users of MKIS to exploit MKIS output effectively. Consequently, this study investigates the role of marketing intelligence in maintaining and building customer's relationships in Jordanian banks. In other words, investigate the effect of MI practices on keeping long-term relationships with current customers and building relationships with new customers.

Objectives of the study

The purpose of this study is to investigate the role of marketing intelligence in maintaining and building customer's relationships in Jordanian banks. More specifically, the first objective of the study is to identify the current status of marketing intelligence in terms of concepts and sources from management perspectives in Jordanian banks. The second objective is to measure the effect of marketing intelligence on maintaining relationships with current customers in Jordanian banks. The third objective is to measure the effect of marketing intelligence on building relationships with new customers in Jordanian banks. Finally, the study will provide recommendations and practical implications to Jordanian bank managers.



The review of literature and framework of hypotheses

Customer relationships are not only a system to capture customer information but also provide businesses with relevant information to satisfy the needs of existing customers (by maintaining current customer relationships as it will be reflected in the first hypothesis) and identify new customers (by building new customer relationships it will be reflected in the second hypothesis) (Toriani and Angeloni 2011). Soliman (2011) stated that customer relationship management (CRM) builds concepts of customer loyalty that improves business performance. CRM is the process of building (the second hypothesis) and maintaining (the first hypothesis) profitable relations with customers by offering valuable products to create customers satisfaction.

Moreover, Ibrahim et al. (2015) mentioned that the importance of customer relationship as an effective and powerful strategy for gaining, retaining, and promoting customer loyalty. The importance of (CRM) is to capture new customers (as it will be mentioned by the second hypothesis), retain existing customers, and maximize their lifetime value (as it will be mentioned by the first hypothesis). However, acquiring new customers is more costly than keeping customers, thus it costs 2–20 times as expensive to get a new customer as to retain an existing customer (Mandina 2014). Panjaitan and Kristian (2014) also stated that CRM is the way of building relationships with customers in order to maintain customer loyalty and commitment and to continue in using the organization's products (as it will be reflected by the first hypothesis).

Based on critical review of literature and to measure the effect of marketing intelligence on both types of customer relationships, maintaining relationships with current customers and building relationships with new customers, the current study can develop two research hypotheses as follows:

H1 Marketing intelligence has a significant effect on maintaining relationships with current customers in Jordanian banks.

H2 Marketing intelligence has a significant effect on building relationships with new customers in Jordanian banks.

Marketing intelligence: concepts and sources

The need for marketing information that are related in the marketing environment of an organization is a very critical issue and the research studies is highly important to

improve decision making, survival, success, and sustainability of an business. Moreover, to understand marketing intelligence, businesses have to understand marketing information system (MKIS) concepts and tools (Igbaekemen 2014). In MKIS area, Al-Weshah and Deacon (2009a) concluded that marketing information system is effective in creating better decision making in Jordanian banks. Moreover, Al-Weshah and Deacon (2009b) concluded that MKIS in in Jordanian banks is not effectively used to analyze and absorb changes in external environment and the role of MKIS to support banks responses with environmental change is still weak. To support marketing information processing in banks Al-Weshah et al. (2009) concluded that top management should enhance and believe in MKIS outcomes for improving banks' performance. Hence, relevant training is necessary for MKIS users to take advantage of MKIS information.

There are differences between intelligence and collecting data and information, because intelligence can be needed to create different forms of analysis that aims to make sense of data and information that may be hidden in any organization (Bose 2008). Zikmund (1996) defined marketing intelligence as a network of source and systematic procedures that are designed to obtain daily information about non-routine changes in the external environment. Smith (2011) defined marketing intelligence as the process of collecting information in the area of business and thus allowing business executives to make effective decisions. Thus, this process will help the company with more detailed information which include better understanding of what is happening in the market, and what the market opportunities are. Marketing intelligence as stated by Igbaekemen (2014) is daily information about important developments in the marketing environment that provide managers to set and update marketing plans. The marketing intelligence identifies and collects the intelligence needed for business by scanning the environment. Marketing intelligence reflects continuous and systematic of understanding, analyzing, and assessing the both internal and external environments (Alamsyah et al. 2015). Igbaekemen (2014) stated that many issues have increased the need for more and better marketing intelligence as businesses work in national and international environment, they look at more information about the markets and customers. Al-Weshah and Deacon (2009b) stated that to adapt effectively with environmental volatility, executives have to support information-gathering tasks in an attempt to improve quality of their decision making within risk and uncertainty. Moreover, the information domain is expected to be variable in nature and focus on what is actually needed by banks.

Venter and Rensburg (2014) stated that there is an actual need for strategic MI systems, and therefore, several



studies have been conducted in the area. Guidelines have been proposed on how MI systems should be developed. Ladipo et al. (2017) stated that marketing intelligence is important because the marketing information quality affects the decision-making effectiveness in the banking industry, there are potential competitors among the various players in the banking sector, and each bank needs to device means of existing, sustaining, and becoming a major force in this sector. Therefore, MI provides better information for organizations, particularly in banking sector, about customers interests in their products, appeals, price data, market data, and competitor's sales.

Igbaekemen (2014) considered that marketing intelligence system is an important tool in gathering relevant information for the marketing decision makers in order to improve decision making under decision states such as certainty, uncertainty, and risk conditions in the market. Venter and Rensburg (2014) stated that it is accepted that MI is important to the organization and it is not absolutely clear *how* it supports strategic decision making and organizational performance.

In order to implement MI, the intelligence staff can go beyond the competitive trends to minimize risks and show how they negatively affect specific opportunities (Nwokah and Onduku 2009). However, one of the the first priorities of a business is to exploit product quality to increase customers satisfaction and the environmental assessment.

Mochtar and Arditi (2001) suggested twelve profitable sources of intelligence data in pricing approach, such as people of firm's, printed value records, rumors, clients, wholesaler, and other advisory gatherings, offers, and citations made by administrative bodies, daily papers/diaries, and counseling administrations, yearly and other money-related reports, government and different productions. Huster (2005) suggested that companies collect more information about internal and external environments related with their customers, competitors, and industry.

Other studies have stated that information experts can participate more in the strategic decision-making by outlining conceptual processes (Trim and Lee 2008). Venter and Tustin (2009) stated that external data can be obtained from processes that gather unstructured information about environmental forces such as competitors and customers from different primary and secondary sources. Some sources are producers, intermediaries, research and studies, the sales people, trade associations, conferences, and journalists (Venter and Tustin 2009; Wee 2001). Igbaekemen (2014) stated that there are many sources of marketing intelligence such as the company's personnel executives, experts, purchasing dealers, and sales people.

It is necessary to consider that the integration of the marketing intelligence dimensions (operational and strategic) within the marketing strategy to determine a better

competitive position in an industry, thus, increasing business turnover (Micu et al. 2014). Trim and Lee (2006) examined the role of marketing intelligence officers in business strategy formulation and execution by reviewing relevant literature. They concluded that MI officers should connect many issues in order to examine and translate needed information. Venter and Rensburg (2014) investigated the relationship between marketing intelligence and strategic marketing in some organizations in South Africa. In their study, they used a quantitative survey among marketing decision makers in South Africa. The findings showed that marketing intelligence has an indirect effect on strategic marketing. García et al. (2013) examined the effects of market intelligence on the interrelationships between domestic and foreign markets, strategic marketing mix decisions, and export performance. The findings showed that there is a positive relationship between marketing intelligence and firm performance in the global market.

More specifically in Jordan, Al-Weshah et al. (2009) stated that banking sector is one of the large investors in the area of information system applications. However, there is a fact among Jordanian banks executives that the information technology investments and applications are not reaching the expected outputs. Freihat (2012) examined the relationship between the major components of marketing information system and the decision making in shareholding medicines companies in Jordan. In his study, 56 marketing managers and marketing information system staff were selected as a sample from seven companies. The finding revealed that there is a significant relationship among MKIS components and decision making.

Moreover, Alhadid et al. (2015) investigated the relationship between marketing information system (MKIS) and gaining competitive advantage in Jordanian banks. The findings of the study reveal that there is a significant relationship between the main inputs of MKIS such as internal records, marketing research, and marketing intelligence in creating a competitive advantage in Jordanian banks.

Customer relationships

Customer relationship is a communication process in bank to collect information about customers, monitor customers reactions, and to identify customers value in banks. On the other side, customers can get important information about bank's activities that meet their needs. More specifically, the goal of traditional marketing is to send messages for customers, whereas, the goal of modern marketing is to receive feedback from customers (Laketa et al. 2015). Panjaitan and Kristian (2014) also stated that CRM is the



way of building relationships with customers in order to sustain customer loyalty and commitment to continue to adopt the business's products (as it is reflected by the first hypothesis of the current study).

Customer relationship includes business interacts with customers. CRM is not only a system to capture customer information but also provides businesses with relevant information to satisfy the needs of existing customers (by maintaining current customer relationships as mentioned in the first hypothesis) and identify new customers (by building new customer relationships as mentioned in the second hypothesis in the current study) (Toriani and Angeloni 2011). Effective relationships are most critical when the environment is dynamic and uncertain (Al-Weshah et al. 2013). CRM is relevant to all businesses to understand who your customers are, what they want, and what are the best tools to meet their needs (Mandina 2014). More specifically, customer relationship management is a concept of identifying customer needs, understanding, and influencing customer behavior through ongoing communication strategies and an effort to acquire (as reflected in the second hypothesis in the current study), retain, and satisfy the customer (as reflected in the first hypothesis in the current study) (Amoako et al. 2012).

Soliman (2011) stated that customer relationship management (CRM) builds concepts of customer loyalty that improves business performance. CRM is the systematic process by businesses to build and maintain profitable relations with customers by providing valuable products to consumers that create customers satisfaction. Moreover, Ibrahim et al. (2015) mentioned that the importance of customer relationship as an effective and powerful strategy for gaining, retaining, and promoting customer loyalty. The importance of (CRM) is to capture new customers (as mentioned by the second hypothesis in the current study), retain existing ones, and maximize their lifetime value (as mentioned by the first hypothesis in the current study). However, acquiring new customers is more costly than keeping current customers, it costs about 2–20 times as expensive to attract a new customer as to maintain an existing customer (Mandina 2014).

More specifically in banking industry, business strategy enables banks to prepare marketing strategy that connects internal competences with external challenges such as customer relationship management, analyzing customers attitudes and behaviors, and customer segmentation (Laketa et al. 2015). Al-Weshah et al. (2013) stated that relationship marketing considers interactions between partners as a part of marketing's obligations that can only be fulfilled through developing a close relationship with the customer. Laketa et al. (2015) stated that customer relationship personalization means that bank interacts with

each customer individually, through customer offer adjustment, in order to achieve long-term loyalty.

The bank can communicate with each individual customer through many tools such as branches, Automated Teller Machines (ATMs), Point of Sale (POS), Web banking, SMS Banking, Internet Banking, Mobile Banking, and Social Media. Thus, banks can communicate with their customers in new ways in order to improve positioning of products and services. Integration between internal processes of the bank and new communication was may enhance continuous improvement of relationships between banks and their customers. The first step in integration is to identify and assess benefits of adopting new communication channels. The bank can use relevant channels that meet the needs of selected customer segments. For example, for group of customers in age between 18 and 45 years, they prefer to use Internet as communication tool. On the other hand, retired customers prefer to contact bank using branch call center (Laketa et al. 2015). More specifically in Jordan Al-Weshah (2013) stated that Jordanian banks can adopt participatory approaches with their employees at different managerial levels in continuous improvement programs by interacting with bank staff and customers to obtain their feedback. Therefore, this study investigates both types of customer relationships (current and new customer relationships) and how these relationships can be affected by marketing intelligence.

The methodological considerations

To achieve the study aim and objectives, the quantitative design has been built in the study methodology such as descriptive and hypothesis testing methods. More specifically, frequency analysis, correlation coefficients, and regression analysis are used to identify the cause–effect relationship between marketing intelligence and customer relationships in Jordanian banks. To collect the study data, a self-administrated questionnaire has been developed based on five-item Likert scale in order to scale responses in a range from (1) strongly disagree to (5) strongly agree. Using the convenient sample, questionnaire was distributed to executives of marketing, customer relationships, information systems, and customer services who work in Jordanian banks' headquarters.

To ensure validity of the questionnaire, the questionnaire was pre-tested by three scholars in Jordanian universities. Moreover, the questionnaire was also pre-tested by sending questionnaires to three practitioners in Jordanian banks to get their comments and feedback. Practitioners' and scholars' comments were considered in the final version of the questionnaire. To measure reliability of the questionnaire, Cronbach's alpha was calculated internal



consistency measurement. A widely cited minimum threshold for the Cronbach Alpha in social sciences is 0.70 (Malhotra 2004).

Using statistical packages for social sciences (SPSS), the Cronbach's Alpha for the questionnaire is 83 percent. 83% indicates that there is a high internal consistency among the questions in the study instrument. Using personal delivery and collection method of questionnaires, 110 questionnaires were distributed personally to executives who work in Jordanian banks' headquarters. The researcher conducts follow-up procedures by telephone or personal visit after one to 2 weeks to improve the response rate. Finally, only 85 questionnaires were returned with response rate of 77%.

The questionnaire respondents have diversified positions in their banks. Respondents' positions are marketing executives, CRM executives, customer services executives, and information analysis executives, and marketing executives. These positions reveal that respondents are eligible to participate in the study and fill out the questionnaire. Table 1 shows different positions of the questionnaire respondents

Data analysis and discussion

Marketing intelligence concepts

In order to explore concepts and benefits of marketing intelligence in Jordanian banks, respondents' answers for each statement item were analyzed using mean, standard deviation, degree of agreement, and rank. The findings of the analysis are presented in Table 2 below.

Table 2 shows that the means for marketing intelligence concepts and benefits items are ranged from (3.28 to 4.22), with moderate to high degree of agreement by respondents, the results show that the item (MI helps the bank to collect daily information on the different variables in the market to support decisions) gets the highest mean with (4.22) and SD (0.611), and at the second rank is for the item (MI supports operational (short term) activities in the bank) with mean (4.12) and SD (0.652), also the results show that the item (MI supports strategic (long term) directions in the bank) has the lowest rank with mean (3.28) and SD (0.622). The item that (There is a specialized staff for marketing

intelligence in the bank) has low rank with mean (3.34) with SD (0.813).

These results indicate that bank uses MI mainly for operational activities rather than strategic activities. The results are supported by Igbaekemen (2014) who stated that MI daily information about changes in the marketing environment. The results are also supported by Micu et al. (2014) who stated that it is necessary to consider the integration of the marketing intelligence dimensions (operational and strategic) within the marketing strategy to determine a better competitive position in the industry.

Types of intelligence information

In order to identify the types of information provided by marketing intelligence in Jordanian banks, respondents' answers for each statement item were analyzed using mean, standard deviation, degree of agreement, and rank. The findings of the analysis are presented in Table 3 below.

As shown in Table 3, the item (The bank collects the necessary marketing information about its customers) gets the highest rank with mean (4.24) and SD (0.710) and at the second rank comes the item (The bank collects the necessary marketing information about its changing environment) with mean (3.92) and SD (0.810). The item that (The bank collects the necessary marketing information about banking products) has low rank with mean (3.45) with SD (0.830). These results reveal that the bank uses MI mainly for customer analysis in terms of needs and relationships. The results also reveal that MI is used to adapt the bank activities to changing environment. However, MI is not employed effectively to develop banking products. These results are supported by Nwokah and Onduku (2009) who concluded that one of the top priorities of an organization is to take advantage of product quality tailored towards satisfying their customers and the assessment of the environment. The results are also supported by Huster (2005) who suggested that businesses need information about their internal and external environments related with customers, competitors, and industry. Moreover, Wright et al. (2009) stated that 48% of banks in UK collect intelligence type that is related to customer and consumer behavior.

Table 1 Respondents' positions in the banks

Respondents' positions	Respondents' frequency	Respondents' percentage (%)
CRM executives	18	21
Customer services executives	35	41
Marketing executives	17	20
Information system executives	15	18
Total	85	100



Table 2 Means and standard deviations for marketing intelligence concepts and benefits

No.	Item	Mean	SD	Degree of agreement	Rank
1.	MI helps the bank to collect daily information on the different variables in the market to support decisions	4.22	0.611	High	1
2.	MI helps the bank to collect information to exploit available opportunities in the market	3.56	0.793	Moderate	6
3.	MI helps the bank to collect information to assess potential risks in the market	3.86	0.712	High	3
4.	MI helps the bank to collect information to analyze uncertain environment	3.71	1.163	High	5
5.	MI provides the bank with business information that is important to marketing activities of the bank	3.75	0.728	High	4
6.	MI supports operational (short term) activities in the bank	4.12	0.652	High	2
7.	MI supports strategic (long term) directions in the bank	3.28	0.622	Moderate	8
8.	There is a specialized staff for marketing intelligence in the bank	3.34	0.813	Moderate	7

Table 3 Means and standard deviations for types of information provided by marketing intelligence

No.	Item	Mean	SD	Degree of agreement	Rank
1.	The bank collects the necessary marketing information about its competitors	3.74	0.880	High	4
2.	The bank collects the necessary marketing information about its changing environment	3.92	0.810	Moderate	2
3.	The bank collects the necessary marketing information about its customers	4.24	0.710	High	1
4.	The bank collects the necessary marketing information about banking products	3.45	0.830	Moderate	5
5.	The bank collects the necessary marketing information about banking services and activities	3.81	0.760	High	3

Sources of marketing intelligence

In order to identify the common sources of marketing intelligence in Jordanian banks, respondents' answers for each statement item were analyzed using mean, standard deviation, degree of agreement, and rank. The findings of the analysis are presented in Table 4 below.

As shown in Table 4, the items are ranged from (3.56 to 4.22), with moderate to high degrees of agreement, the results also show that the item (The bank depends on customers' feedback to collect the necessary marketing information) has the highest mean with (4.22) and SD (0.692), and the second rank is for the item (The bank depends on social media to collect the necessary marketing information) with mean (4.17) and SD (0.673). The results also show that the item (The bank relies on newspapers and magazines to collect the necessary marketing information) has the lowest rank with mean (3.24) with SD (0.814). These results reveal that Jordanian banks are mainly dependent on their customers feedback by different methods. The results also reveal that the social media are the effective communication channel to collect marketing information. Moreover, printed media such as newspapers and magazines are the weakest source of MI. These results are supported by Venter and Tustin (2009) who stated that external data can be obtained from processes that gather unstructured information about environmental forces such as competitors and customers from primary and secondary

sources. Wright et al. (2009) stated that 22% of banks in the UK depend on customers' feedback as an intelligence source.

Marketing intelligence and current customer relationships

In order to explore the role of marketing intelligence in maintaining relationships with current customers in Jordanian banks, respondents' answers for each statement item were analyzed using mean, standard deviation, degree of agreement, and rank. The findings of the analysis are presented in Table 5 below.

As shown in Table 5, the items are ranged from (3.66 to 4.11), with high degrees of agreement, the results also show that the item (Marketing intelligence is used to penetrate the market) has the highest mean with (4.11) and SD (0.729), and the second rank is for the item (Marketing intelligence contributes to maintain the existing customers) with mean (3.88) and SD (0.831). The results also show that the item (Marketing intelligence contributes to improve the quality of current customers relationships) has the lowest rank with mean (3.66) with SD (0.916). These results reveal that Jordanian banks use MI to enter the current market segment in order to maintain long-term relationship with current customers. However, the quality of customer relationships is less priority to banks. These results are supported by Faryabi et al. (2013) who



Table 4 Means and standard deviations for marketing intelligence sources

No.	Item	Mean	Std. Deviation	Degree of Agreement	Rank
1.	The bank depends on customers' feedback to collect the necessary marketing information.	4.22	0.692	High	1
2.	The bank relies on official government reports to gather the necessary marketing information.	3.92	0.567	High	5
3.	The bank depends on social media to collect the necessary marketing information.	4.17	0.673	High	2
4.	The bank relies on competitors' websites to collect the necessary marketing information.	3.81	0.816	High	6
5.	The bank relies on specialized agencies to collect the necessary marketing information.	4.09	0.739	High	3
6.	The bank relies on sales staff to collect the necessary marketing information.	4.12	0.720	High	4
7.	The bank relies on newspapers and magazines to collect the necessary marketing information.	3.24	0.814	Moderate	7

Table 5 Means and standard deviations for marketing intelligence and maintaining relationships with current customers

No.	Item	Mean	SD	Degree of agreement	Rank
1.	Marketing intelligence is used to penetrate the market	4.11	0.729	High	1
2.	Marketing intelligence contributes in improving the quality of services provided to current customers	3.72	0.705	High	5
3.	Marketing intelligence contributes to maintain the existing customers	3.88	0.831	High	2
4.	Marketing intelligence can be used to improve customer satisfaction by meeting their needs in the bank	3.81	0.851	High	3
5.	Marketing intelligence contributes to enhance customer loyalty	3.76	0.905	High	4
6.	Marketing intelligence contributes to improve the quality of current customers relationships	3.66	0.916	High	6

concluded that attention to create the marketing intelligence is one of the important needs of a society for increasing and attracting the customer's.

Marketing intelligence and new customer relationships

In order to explore the role of marketing intelligence in building relationships with new customers in Jordanian banks, respondents' answers for each statement item were analyzed using mean, standard deviation, degree of agreement, and rank. The findings of the analysis are presented in Table 6 below.

As shown in Table 6, the items are ranged from (3.61 to 4.17), with high degrees of agreement, the results also show that the item (Marketing intelligence is used to develop the market for the bank) has the highest mean with (4.17) and SD (0.682), and the second rank is for the item (Marketing intelligence contributes to attract new customers) with mean (4.12) and SD (0.771). The results also show that the item (Marketing intelligence contributes to improve the quality of new customers relationships) has the lowest rank with mean (3.61) with SD (0.912). These results reveal that Jordanian banks use MI to seek new market segments in order to build long-term relationship with new customers. However, the quality of customer relationships is also less priority to banks.

The effect of marketing intelligence on maintaining current customers relationships

To test the first hypothesis in the study, the linear regression function can be expressed as: $Y = B_0 + B_i X_i$, where (Y) is a dependent variable (current customer relationships), (X) is an independent variable (Marketing intelligence), (B_0) is an intercept of function, (B_i) is a regression coefficient or slope, and (R^2) is a determination coefficient.

As noted from Table 7, The intercept value is the estimated value of customer relationships when there is no marketing intelligence in banks. In other words, the value (2.15) indicates current customers relationships regardless of marketing intelligence. The slope of line indicates the expected change rate in relationships with current customers when marketing intelligence is changed by one unit. As noted from Table 7, when marketing intelligence is changed by one unit, current customer relationships will be changed positively by (0.84).

R^2 ratio is the proportion of variation or explanation power in customer relationships that can be explained by marketing intelligence, which means that 0.39 of change in current customer relationships can be explained by marketing intelligence.

Therefore, the first hypothesis that states "Marketing intelligence has a significant effect on maintaining relationships with current customers in Jordanian banks" is



Table 6 Means and standard deviations for marketing intelligence and building relationships with new customers

No.	Item	Mean	SD	Degree of agreement	Rank
1.	Marketing intelligence is used to develop the market for the bank	4.17	0.682	High	1
2.	Marketing intelligence is used for market segmentation	4.10	0.715	High	3
3.	Marketing intelligence is used for switching competitors' customers	4.06	0.852	High	4
4.	Marketing intelligence contributes to attract new customers	4.12	0.771	High	2
5.	Marketing intelligence can be used to assess new customer needs in the bank	3.87	0.863	High	5
6.	Marketing intelligence contributes to improve the quality of new customers relationships	3.61	0.912	High	6

Table 7 The cause–effect relationship between marketing intelligence and maintaining current customer relationships

Variables	Marketing intelligence				
	Intercept (Bo)	Regression coefficient (Bi)	Correlation coefficient (R)	Determination coefficients (R ²)	Significant relationship
Relationships with current customers	2.15	0.84	0.623	0.388	Confirmed

** Correlation is significant at the 0.05 level

accepted. The study results are supported by Fleisher (2008) and Faryabi et al. (2013) who concluded that the marketing intelligence has positive effect on customers' loyalty especially in decreasing the customers' sensitivity for changes and costs and increasing the profits of the customers' lifetime value (CLTV). Moreover, Wright et al. (2009) stated that 41% of banks in UK collect intelligence that assists them to understand their customers. Jandaghi et al. (2011) also stated that it is essential for marketing intelligence officers to develop appropriate marketing intelligence systems that enhance customer relationships.

The effect of marketing intelligence on building new customer relationships

To test the second hypothesis in the study, the linear regression function can be expressed as: $Y = B_0 + B_i X_i$, where (Y) is a dependent variable (new customer relationships), (X) is an independent variable (Marketing intelligence), (B_0) is an intercept of function, (B_i) is a regression coefficient or slope, and (R^2) is a determination coefficient.

As noted from Table 8, the intercept value is the estimated value of customer relationships when there is no marketing intelligence in banks. In other words, the value indicates new customer relationships regardless of marketing intelligence. The slope of line indicates the expected change rate in customer relationships when marketing intelligence is changed by one unit. As noted from Table 8, when marketing intelligence is changed by one unit, new customer relationships will be changed positively by (0.92).

R^2 ratio is the proportion of variation or explanation power in new customer relationships that can be explained by marketing intelligence, which means that 0.43 of change in new customer relationships can be explained by marketing intelligence.

Therefore, the second hypothesis that states “Marketing intelligence has a significant effect on building relationships with new customers in Jordanian banks” is accepted. The study results are supported by Law (2009) who confirmed that customer relationship management will be highly enhanced and leveraged based on marketing intelligence. The results are also supported by Faryabi et al. (2013) who concluded that the marketing intelligence has a significant and strong effect on increasing the customers' loyalty specifically in decreasing the costs of attracting customers. Moreover, Jandaghi et al. (2011) also stated that marketing intelligence officers need to look more closely at what influences customer demand.

Discussion of the study findings

The study findings can be divided into two categories; findings of descriptive analysis and findings of hypothesis testing and regression analysis. Moreover, integration of both types of findings are presented.

Based on descriptive analysis, the study findings can be summarized as follows: firstly, in regard to MI concept, MI can be used in the bank to collect daily information about the different variables to support operational decisions and activities. Secondly, in regarding to types of information provided by marketing intelligence in Jordanian banks, MI provides information in the following order, namely,



Table 8 The cause–effect relationship between marketing intelligence and building new customer relationships

Variables	Marketing intelligence				
	Intercept (Bo)	Regression coefficient (Bi)	Correlation coefficient (R)	Determination coefficients (R^2)	Significant relationship
Relationships with new customers	2.40	0.92	0.652	0.425	Confirmed

** Correlation is significant at the 0.05 level

customer information, environment information, banking services and activities information, competitors information, and banking products information.

Thirdly, in regarding to MI sources, the major sources of MI in Jordanian banks are customer feedback, social media, and specialized agents. Fourthly, in regarding to the role of marketing intelligence in maintaining relationships with current customers, MI is used mainly to penetrate markets, maintain current customers, and improve customer satisfaction. Fifthly, in regarding to the role of marketing intelligence in building relationships with new customers, Jordanian banks use MI mainly to develop the market, attract new customers, and support market segmentation.

Based on regression analysis and hypotheses testing, firstly, in regarding to the effect of marketing intelligence on maintaining current customers relationships, the findings reveal that “Marketing intelligence has a significant positive effect on maintaining relationships with current customers in Jordanian banks” which means that the first hypothesis is accepted. Secondly, in regarding to the effect of marketing intelligence on building new customer relationships, the findings reveal that “Marketing intelligence has a significant positive effect on building relationships with new customers in Jordanian banks” which means that the second hypothesis is also accepted.

Although there are significant positive effects for MI on both types of customer relationships (maintaining and building relationships with current and new customers). However, the findings reveal that Jordanian banks employ MI to build relationships with new customers rather than maintain relationships with current customers. Therefore, MI practices in Jordanian banks tend to get a new customer rather than retain an existing one. These findings indicate unhealthy practices, and according to relationship theory, Mandina (2014) stated that acquiring new customers is more costly than keeping current customers, thus it costs 2–20 times as expensive to attract a new customer as to keep an existing customers.

Consequently, although Jordanian banks employ MI systems to enhance customer relationships, they have to consider the quality of customer relationship as top priority in relational approach. Regardless of MI practice limitations, Jordanian banks have potentials to upgrade their

marketing intelligence systems in order to achieve competitive advantages based on customer relationship approach.

Recommendations and practical implications

Based on the study results, many recommendations can be proposed by the study.

This study is of the relationships between banker perceptions of marketing intelligence practices and customer relationships. The findings also have important practical implications for marketing professionals in banking industry.

First of all, good marketing intelligence can help marketers in banks to gain more insights about how consumers talk about and connect with their banking products and services. To implement this issue practically, banks can send out teams of trained observers to interact with customers as they use and talk about the bank’s products.

Marketing intelligence systems can be developed to enable banks to acquire more profit, expand bank branch networks, and improve competitive positions. It is recommended that Jordanian banks should adopt cost reduction to identify market opportunities which may negatively affect sustainable business competitive advantage.

Moreover, Jordanian banks can enhance their understanding of the relational intelligence of their CRM systems by collecting and analyzing the substantial amounts of relevant, needed, and timely data. To implement this issue practically, there are relational indicators that can be used by banks such as personal visits, phone calls, social media, emails, and online chat sessions that enhance the forms of customers relationships with their banks.

Jordanian banks have to consider the quality of long-term customer relationship as top priority in their relational approach. To implement this issue practically, banks can go beyond CRM implementation by boosting desired and profitable relationships to increase their customer lifetime value.

Finally, Jordanian banks have to consider their staff empowerment in order to keep and build long-term relationships with their customers. To implement this issue practically, training programs for customer service staff can be conducted and incentive and reward systems for



talented staff in acquiring customer relationships can be applied by bank management.

Conclusions and future studies

Jordanian banks employ MI to build relationships with new customers rather than maintain relationships with current customers. Therefore, MI practices in Jordanian banks tend to get new customers rather than to retain current customers. Consequently, Jordanian banks have to consider the quality of long-term customer relationship as top priority of their relational approach.

The current study has some limitations; the study field has been limited to banking industry as service industry. Geographically, the study is limited to Jordan as an example of Arab and developing countries. The study methodology is limited to quantitative approach of analysis.

In light of the study limitations, some recommendations can be proposed for future studies. The current study has been limited to banking industry, accordingly, in future research, extended studies are needed to investigate other service industries such as health care and telecommunication industries. More tools and techniques can be investigated to improve customer relationship practices. Methodologically, the current study employed quantitative design of the research, accordingly, future studies can adopt other approaches of qualitative studies to investigate different aspects of marketing intelligence and customer relationships.

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