

Customer Relationship Management and Advertisement Placement Effectiveness in Nigerian Broadcast Media

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Abstract: *Recent developments in digital marketing and customer engagement have heightened the importance of Customer Relationship Management (CRM) and Advertisement Placement Effectiveness within the Nigerian broadcast media industry. This study examined the influence of customer relationship management dimensions on advertisement placement effectiveness among broadcast media organisations in Nigeria. The study sought to provide a framework for media managers and policymakers on how customer relationship management practices can be leveraged to strengthen advertiser relationships, optimise advertisement scheduling, and enhance revenue sustainability in an increasingly competitive media environment. The study adopted a Sequential Explanatory Mixed-methods research design, integrating both quantitative and qualitative approaches. The study was anchored on Relational Exchange Theory, Relationship Management Theory, and Social Exchange Theory. Quantitative data were collected through structured questionnaires administered to relevant stakeholders in the selected broadcast media organisations, while qualitative data were obtained through in-depth interviews with key media executives. Quantitative data were analysed using Partial Least Squares Structural Equation Modelling (PLS-SEM). The findings revealed that customer relationship management significantly predicts advertisement placement effectiveness in Nigerian broadcast media organisations. However, infrastructural deficiencies, technological limitations, inadequate CRM systems, and increasing competition from digital media platforms continue to constrain the effective implementation of CRM practices within the industry. The study concludes that Customer Relationship Management is critical for building and sustaining long-term advertiser relationships and enhancing advertisement placement effectiveness in Nigerian broadcast media organisations. Against this backdrop, the study recommends that media organisations should invest in advanced CRM technologies, strengthen staff capacity through continuous training, improve customer data management systems, and adopt innovative digital engagement strategies to enhance advertiser retention and ensure long-term revenue sustainability.*

Keywords: customer, relationship management, advertisement placement, broadcast media, Nigeria.

INTRODUCTION

The global media landscape has undergone a profound transformation over the past two decades, with digital technologies reshaping how audiences consume content and how advertisers allocate budgets (Chaffey & Ellis-Chadwick, 2019). In Nigeria, this transformation has intensified competition for traditional broadcast media organisations, which have historically depended on advertising revenue as their primary financial lifeline. The proliferation of digital platforms offering targeted advertising, real-time analytics, and performance-based pricing has significantly disrupted conventional broadcast advertising models. The broadcast media industry in Nigeria has undergone significant transformation over the past two decades, driven by deregulation, technological change, and increasing competition from digital platforms (Uwakwe, 2021). Despite these developments, advertising revenue remains the primary financial lifeline for most television and radio stations.

However, many organisations continue to struggle with declining advertiser loyalty, inefficient placement strategies, and weak relationship management practices (Asemah, 2020). These challenges underscore the need for a more strategic approach to managing advertiser relationships and optimising advertisement placement decisions.

Customer Relationship Management (CRM) has been widely recognised as a critical organisational capability for building and sustaining long-term customer relationships (Payne & Frow, 2017). In service-oriented industries, CRM enables firms to understand client needs, personalise offerings, and enhance satisfaction, ultimately leading to improved retention and profitability (Kotler & Keller, 2016). Within the media context, advertisers represent key customers whose satisfaction and continued patronage are essential for organisational survival. Advertisement placement, on the other hand, is a strategic function that determines how, when, and where advertisements are positioned to maximise effectiveness (Belch & Belch, 2018). Effective placement requires alignment between audience characteristics, program content, and advertiser objectives. However, in many Nigerian broadcast organisations, placement decisions are often driven by short-term revenue considerations rather than long-term relational strategies.

This study argues that integrating CRM into advertisement placement decision-making can significantly enhance advertising effectiveness and advertiser retention. By developing a theoretical framework that links CRM practices to placement outcomes, the study provides a deeper understanding of how relational capabilities influence media performance. Studies show that CRM tools, especially those integrated with data analytics, significantly improve customer engagement, decision-making, and marketing outcomes in modern organisations (Nwabekee et al., 2024). In Nigeria, the growing adoption of digital marketing

strategies has enhanced customer acquisition and targeting efficiency, reinforcing the importance of relationship-driven marketing approaches (Dele, 2024).

Furthermore, empirical evidence from Nigerian industries indicates that CRM practices significantly influence customer loyalty and organisational performance, particularly in highly competitive sectors. This suggests that media organisations can leverage CRM not only for relationship building but also as a strategic tool for improving advertisement placement outcomes and advertiser retention (Joseph et al., 2024).

Statement of the Problem

The broadcast media industry remains a critical component of Nigeria's communication and marketing landscape despite the rapid growth of digital and social media platforms. Radio and television continue to provide extensive audience reach and serve as important channels through which organisations communicate promotional messages to consumers. Consequently, advertising revenue remains a major source of financial sustainability for broadcast media organisations. Recent evidence indicates that advertising continues to be indispensable to the survival, growth, and competitiveness of broadcast media organisations in Nigeria (Duru & Okpiabhele, 2026). However, despite the substantial resources devoted to advertising activities, concerns persist regarding the effectiveness of advertisement placement within the Nigerian broadcast media industry. Many advertisers continue to experience challenges in reaching target audiences, maximising audience engagement, improving message recall, and achieving desired marketing outcomes.

Advertisement placement effectiveness has become increasingly important in an era characterised by audience fragmentation, media proliferation, changing consumer preferences, and heightened competition for audience attention. While organisations invest heavily in securing favourable advertisement positions and airtime, the effectiveness of such placements is often constrained by factors such as poor audience targeting, inappropriate scheduling, programme-advertisement incongruence, media clutter, and weak relationships between media organisations and advertisers. These challenges raise important questions regarding the factors that influence the effectiveness of advertisement placement within the Nigerian broadcasting environment.

Customer Relationship Management (CRM) has emerged as a strategic approach through which organisations develop, maintain, and strengthen long-term relationships with customers and stakeholders. CRM facilitates customer understanding, enhances communication, improves service quality, and promotes customer retention and loyalty (Payne & Frow, 2017). Within the broadcast media industry, CRM has the potential to strengthen relationships between media organisations and advertisers by enabling better understanding of advertisers' objectives, audience requirements, and placement

expectations. Through effective relationship management, media organisations may be better positioned to deliver advertising solutions that enhance placement effectiveness and improve client satisfaction.

Despite the growing importance of CRM, existing studies reveal significant gaps in knowledge. Recent Nigerian studies within the broadcasting sector have largely examined CRM from the perspective of customer retention and customer satisfaction. For example, Mabzor et al. (2024) found that customer orientation, customer information processing, customer data management, and ease of use positively influence customer retention in Nigerian broadcast organisations. Similarly, Okeke et al. (2024) further demonstrated that customer satisfaction mediates the relationship between CRM practices and customer retention in the Nigerian broadcast industry. While these studies provide valuable insights into the role of CRM in customer management, they do not examine its influence on advertisement placement effectiveness. Consequently, an important aspect of CRM within the broadcasting sector remains insufficiently investigated.

Furthermore, previous studies on advertising effectiveness have concentrated predominantly on message design, audience perception, media content, advertising creativity, and consumer behaviour. For instance, studies conducted within the Nigerian media environment have examined the effectiveness of digital advertising platforms, creative advertising strategies, and audience recall of television advertisements (Jumbo et al., 2022). Other studies have investigated the influence of television advertising on consumer preferences and advertising recall (Rishante, 2014; Odji et al., 2016). While these studies contribute significantly to understanding advertising effectiveness, they provide limited insight into how relationship management practices between media organisations and advertisers influence advertisement placement outcomes. Thus, the relationship between CRM and advertisement placement effectiveness remains largely unexplored.

Another important issue concerns the changing focus of advertising research. Recent scholarship has increasingly concentrated on digital marketing, social media advertising, and online consumer engagement, reflecting the growing prominence of digital communication technologies (Jumbo et al., 2022). Consequently, traditional broadcast media have received comparatively less scholarly attention despite their continuing relevance in Nigeria, particularly among audiences in rural and semi-urban communities. This shift in research emphasis has resulted in limited contemporary understanding of the factors that enhance advertising effectiveness within traditional broadcast media environments.

At the African level, existing CRM research has primarily focused on sectors such as banking, telecommunications, retailing, and hospitality, where CRM has been linked to customer loyalty, customer satisfaction, and organisational performance. Similarly, studies examining advertising effectiveness across Africa have focused largely on consumer responses, brand awareness, and purchasing behaviour. As a result, little attention has been devoted to understanding how CRM can influence advertisement

placement effectiveness within media organisations. This represents a significant conceptual gap because advertisers and media organisations interact through ongoing business relationships that may influence advertising outcomes.

A further unresolved issue relates to context. Much of the existing theoretical and empirical evidence concerning CRM and advertising effectiveness originates from developed economies characterised by advanced media infrastructures, sophisticated audience measurement systems, and different consumer behaviour patterns. These conditions differ considerably from those prevailing in Nigeria and many African countries. Therefore, the applicability of existing findings to the Nigerian broadcast media environment remains uncertain. There is a need for context-specific inquiry capable of explaining how CRM practices operate within the realities of the Nigerian broadcasting industry.

The research gap therefore lies in the inadequate theoretical understanding of how Customer Relationship Management influences advertisement placement effectiveness within the Nigerian broadcast media industry. Although studies have separately examined CRM and advertising effectiveness, there remains a paucity of literature integrating both constructs within a single theoretical framework. More specifically, there is limited understanding of how CRM dimensions such as customer orientation, customer engagement, communication quality, responsiveness, customer information management, and relationship quality contribute to the effectiveness of advertisement placement in broadcast media organisations.

If this problem remains unresolved, media organisations may continue to experience declining advertiser confidence, weakened client relationships, reduced advertising patronage, and loss of revenue. Advertisers may likewise continue to invest substantial financial resources in advertisement placements that fail to achieve optimal audience reach, engagement, and communication effectiveness. In the long term, such inefficiencies may undermine the sustainability and competitiveness of broadcast media organisations at a time when they are already facing intense competition from digital media platforms. Recent studies have emphasised that advertising remains a crucial source of revenue and organisational survival for Nigerian broadcast media; consequently, any factor that limits advertising effectiveness poses a significant threat to industry sustainability.

This study is therefore necessary because it seeks to address the identified conceptual, empirical, and contextual gaps by providing a theoretical understanding of the relationship between Customer Relationship Management and advertisement placement effectiveness in the Nigerian broadcast media industry. The study will contribute to the existing body of knowledge by integrating CRM and advertising effectiveness within a single framework while also providing insights relevant to the unique characteristics of the Nigerian media environment. Ultimately, the study aligns with its central aim of examining how Customer Relationship Management can enhance advertisement placement effectiveness and strengthen the long-term sustainability of broadcast media organisations in Nigeria.

Objectives

The general objectives of the study is to investigate customer relationship management and advertisement placement effectiveness in Nigeria broadcast media industry.

The specific objectives are to:

1. To examine the current customer relationship management strategies employed by the selected broadcast media organisations in Nigeria.
2. To identify how the selected broadcast media organisations implement such customer relationship management strategies.
3. To identify the factors that influence advertisement placement decisions in selected broadcast media organisations in Nigeria.
4. To determine the extent to which customer relationship management dimensions affect advertisement placement effectiveness in selected broadcast media organisations in Nigeria.
5. To evaluate the challenges in customer relationship management and advertisement placement in the selected broadcast media organisations in Nigeria.

Research Questions

1. What customer relationship management strategies are currently employed by the selected broadcast media organisations in Nigeria?
2. How do the selected broadcast media organisations implement customer relationship management strategies in their operational activities?
3. What factors influence advertisement placement decisions in the selected broadcast media organisations in Nigeria?
4. To what extent do customer relationship management dimensions affect advertisement placement effectiveness in selected broadcast media organisations in Nigeria?
5. What challenges affect the effective implementation of customer relationship management and advertisement placement in selected broadcast media organisations in Nigeria?

Conceptualisation of Customer Relationship Management and Advertisement Placement in the Nigerian Broadcast Industry

A rigorous conceptual clarification is essential for advancing scholarly understanding of the relationship between customer relationship management and advertisement placement within selected Nigerian broadcast media organisations.

Accordingly, this conceptual review seeks to achieve three interrelated objectives. First, it clarifies the evolving meaning and multidimensional structure of customer relationship management, with particular attention to communication quality, trust-building, responsiveness and data management as core relational capabilities. Second, it reconceptualises advertisement placement as a strategic and relationally negotiated

outcome rather than a purely technical decision. Third, it establishes the conceptual linkages between customer relationship management dimensions and advertisement placement effectiveness within the Nigerian broadcast media context. The objective is to establish a theoretical and conceptual foundation upon which the current study is built, identify gaps in existing research, and contextualise the investigation within the broader academic discourse (Creswell, 2014; Kotler & Keller, 2016).

Customer Relationship Management (CRM)

Customer Relationship Management (CRM) is a multidimensional concept that has attracted considerable attention in marketing and management literature due to its role in fostering long-term relationships between organisations and their customers. The concept emerged from the broader philosophy of relationship marketing, which emphasises the development and maintenance of mutually beneficial relationships rather than merely facilitating transactional exchanges.

According to Payne and Frow (2017), Customer Relationship Management is a strategic approach concerned with creating shareholder value through the development of appropriate relationships with customers and key customer segments. The authors view CRM as an integrated process that combines people, processes, technology, and organisational capabilities to understand customers better and deliver superior value. Similarly, Kumar and Reinartz (2018) define CRM as a systematic process of managing customer information and interactions to maximise customer loyalty, satisfaction, and organisational profitability. From a technological perspective, Buttle and Maklan (2019) describe CRM as the use of information systems and customer databases to support customer acquisition, retention, and development. Likewise, Kotler et al. (2022) conceptualise CRM as the process of carefully managing detailed customer information and all customer touchpoints to maximise customer loyalty and long-term engagement.

Although these definitions differ slightly in emphasis, they converge on the idea that CRM involves the strategic management of customer relationships to create value for both organisations and customers. Drawing from these perspectives, Customer Relationship Management may be defined for the purpose of this study as a strategic and technology-enabled process through which broadcast media organisations establish, maintain, and strengthen mutually beneficial relationships with advertisers by understanding their needs, improving communication, delivering quality services, and enhancing long-term satisfaction and loyalty.

Several dimensions of CRM have been identified in the literature. Payne and Frow (2017) identify customer strategy, value creation, information management, multichannel integration, and performance assessment as key CRM dimensions. Kumar and Reinartz (2018) emphasise customer acquisition, customer retention, customer development, and customer knowledge management. Other scholars identify customer orientation, communication quality, responsiveness, customer engagement, trust, and relationship quality as central CRM dimensions (Buttle & Maklan, 2019).

More recently, Chatterjee et al. (2021) contend that customer relationship management has become an organisational dynamic capability, enabling firms to respond adaptively to changing customer expectations in digital environments.

Collectively, these dimensions facilitate stronger organisational relationships and improve service effectiveness.

The major features of CRM include customer focus, relationship building, information management, personalisation, responsiveness, and long-term value creation. CRM also consists of three major types: operational CRM, which focuses on customer-facing processes; analytical CRM, which concentrates on customer data analysis; and collaborative CRM, which facilitates communication and interaction between organisations and customers (Buttle & Maklan, 2019).

Within the context of the present study, CRM is particularly relevant because advertisers constitute one of the most important customer groups of broadcast media organisations. Effective CRM practices can improve communication between broadcasters and advertisers, facilitate better understanding of advertiser requirements, and enhance the quality of advertising services provided. Consequently, CRM may contribute significantly to improving advertisement placement effectiveness. Since the research problem highlights concerns regarding ineffective advertisement placement and weak advertiser–media relationships, CRM provides a useful theoretical lens for understanding how stronger relationships may enhance advertising outcomes in Nigerian broadcast media organisations.

Advertisement Placement

Advertisement placement refers to the strategic positioning of advertising messages within media platforms to maximise audience exposure, engagement, recall, and response. It is an important element of advertising effectiveness because the success of an advertisement depends not only on message quality but also on where, when, and how the advertisement is presented to the target audience.

Belch and Belch (2021) define advertisement placement as the process of selecting appropriate media locations, timing, and contexts for advertising messages to achieve maximum communication effectiveness. Similarly, Arens et al. (2019) view advertisement placement as the strategic allocation of advertisements across media channels and programme environments to ensure optimal audience reach and impact. Kotler et al. (2022) explain advertisement placement as a media planning activity involving decisions concerning scheduling, frequency, timing, and positioning of advertisements to influence consumer behaviour. Likewise, Fill and Turnbull (2019) describe advertisement placement as the deliberate positioning of promotional messages in media environments that are most likely to attract audience attention and stimulate desired responses.

Wirtz et al. (2022) argue that media firms competing in hybrid digital-traditional markets must combine data transparency with relationship strength to secure advertising loyalty. This suggests that advertisement placement is partially relationally negotiated rather than purely algorithmically determined.

Based on these perspectives, advertisement placement may be defined for the purpose of this study as the strategic process of positioning advertising messages within broadcast media channels, programmes, and time slots to maximise audience exposure, engagement, message recall, and advertiser objectives.

The literature identifies several dimensions of advertisement placement. These include audience targeting, timing, scheduling, frequency, programme congruence, media context, audience reach, and exposure effectiveness (Belch & Belch, 2021). Effective advertisement placement requires that advertisements be presented to the right audience, at the right time, through appropriate programmes and media channels.

Advertisement placement can also be categorised into different types. These include programme-based placement, time-slot placement, sponsorship placement, contextual placement, and audience-targeted placement. Each type seeks to improve communication effectiveness by aligning advertising messages with audience characteristics and media consumption patterns.

Important features of advertisement placement include visibility, audience relevance, strategic timing, frequency of exposure, message prominence, and contextual appropriateness. These features influence consumers' ability to notice, remember, and respond to advertising messages.

In relation to the present study, advertisement placement represents the dependent concept whose effectiveness may be influenced by the quality of relationships between media organisations and advertisers. Effective advertisement placement often requires extensive communication, collaboration, information sharing, and understanding of advertiser objectives. Consequently, CRM practices may significantly affect the ability of broadcast media organisations to deliver effective advertising solutions. Given the concerns regarding declining advertising effectiveness within the Nigerian media environment, understanding the factors that influence advertisement placement effectiveness remains an important research issue.

Broadcast Media Organisations

Broadcast media organisations are institutions engaged in the transmission of information, entertainment, education, and advertising content through radio and television channels to mass audiences. In Nigeria, broadcast media organisations constitute an important component of the communication industry and serve as major platforms for commercial advertising and public information dissemination.

According to McQuail (2010), broadcast media organisations are communication institutions that produce and distribute audio and audiovisual content to large and diverse audiences through electronic transmission technologies. Dominick (2017) describes broadcast media organisations as media institutions

that utilise radio and television technologies to communicate messages simultaneously to dispersed audiences. Baran (2018) defines broadcast media organisations as organisations involved in the creation, packaging, and distribution of information and entertainment content through broadcasting channels. Similarly, Oso (2012) explains that Nigerian broadcast media organisations function as social institutions responsible for information dissemination, education, entertainment, cultural preservation, and economic development.

The Nigerian broadcasting industry comprises both public and private radio and television stations operating under the regulatory framework of the National Broadcasting Commission (NBC). Examples include the Nigerian Television Authority (NTA), Federal Radio Corporation of Nigeria (FRCN), African Independent Television (AIT), Channels Television, and numerous state-owned and private broadcasting stations.

The major features of broadcast media organisations include mass audience reach, immediacy, accessibility, public influence, programme diversity, and advertising dependence. Their principal components include content production units, audience research departments, advertising departments, marketing divisions, transmission facilities, and customer service functions. In many Nigerian broadcast organisations, poor relationship management has been cited as a reason for errors in placement timing, duplication, or even omission of scheduled adverts (Loomer, 2024).

Additionally, broadcast media face increasing competition from digital platforms offering programmatic advertising and real-time targeting, making effective relationship management even more crucial for retaining advertisers. In response, some Nigerian media houses have adopted strategic approaches such as discount packages, sponsored content agreements, post-campaign feedback mechanisms, and even informal relationship-building techniques like personalised follow-ups and loyalty incentives to sustain advertiser interest (Okunna & Omenugha, 2012).

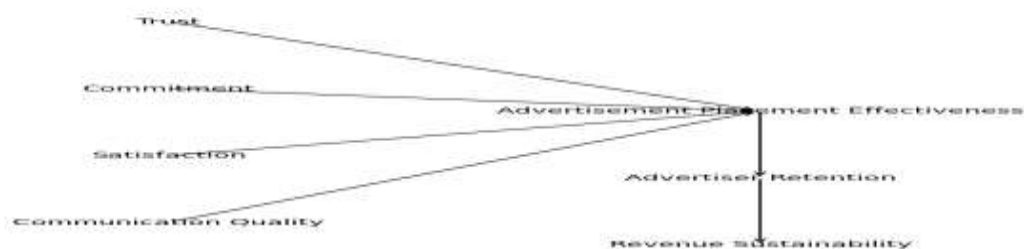
From a business perspective, advertising revenue remains one of the most important sources of income for broadcast media organisations. Consequently, maintaining strong relationships with advertisers is critical to organisational sustainability and competitiveness. This reality makes CRM particularly important within the broadcasting industry.

Within the context of the present study, Nigerian broadcast media organisations provide the institutional environment in which CRM practices and advertisement placement activities occur. They serve as intermediaries between advertisers and audiences, making them central to the effectiveness of advertising campaigns. The challenges facing many Nigerian broadcast organisations, including increasing competition, audience fragmentation, declining advertising revenue, and growing digital disruption, underscore the need to understand how CRM can enhance advertisement placement effectiveness.

Therefore, the interaction between CRM, advertisement placement, and Nigerian broadcast media organisations forms the core focus of the present study and directly addresses the research problem concerning the need to improve advertising effectiveness through stronger advertiser–media relationships.

Conceptual Framework

Conceptual Framework Linking CRM Dimensions to Advertisement Placement Effectiveness



Source: Adewusi’s Conceptualisation (2026), adapted from Robert M. Morgan and Shelby D. Hunt (1994), John A. Ledingham and Stephen D. Bruning (1998), and George C. Homans (1958) and Peter M. Blau (1964).

The figure illustrates the proposed conceptual framework of the study. The model shows that key dimensions of customer relationship management—trust, commitment, satisfaction, and communication quality—serve as antecedents to advertisement placement effectiveness. The framework further posits that effective advertisement placement enhances advertiser retention, which in turn contributes to revenue sustainability for broadcast media organisations.

Theoretical Framework

Relational Exchange Theory: Origin and Overview

Relational Exchange Theory was primarily developed by Ian Macneil in 1978, 1980 and 1983. Macneil argued that business exchanges should be viewed as ongoing relationships rather than isolated transaction. The theory was expanded by Morgan and Hunt (1994), drawing upon earlier relationship marketing literature. It represents a departure from traditional transactional marketing by emphasising trust, commitment, cooperation, and mutual value creation in business relationships.

According to Morgan and Hunt (1994), successful relational exchanges occur when parties develop commitment and trust, which subsequently encourage cooperation and reduce uncertainty. The theory argues that organisations achieve superior outcomes when they focus on maintaining enduring

relationships rather than pursuing short-term transactions. Similarly, Dwyer et al. (1987) explain that exchange relationships evolve through stages of awareness, exploration, expansion, commitment, and eventual partnership. Sheth and Parvatiyar (1995) further contend that relational exchanges create value through continuous interaction, collaboration, and mutual adaptation between exchange partners. The fundamental assumption of Relational Exchange Theory is that long-term business success depends upon the quality of relationships established between parties. Organisations that invest in trust-building, communication, cooperation, and commitment are more likely to achieve favourable outcomes than those that rely solely on transactional interactions.

Key Assumptions of the Theory

1. Relationships develop over time through repeated interactions.
2. Trust and commitment are the foundation of successful exchanges.
3. Long-term relationships generate greater value than isolated transactions.
4. Cooperation and mutual understanding improve exchange outcomes.
5. Relationship quality influences organisational performance.

Relationship Management Theory

Origin and Overview

Relationship Management Theory originated within public relations scholarship and it was developed within the field by James E. Grunig and colleagues in the 1980s and 1990s. It was further expanded by Ledingham and Bruning (1998, 2000). The theory emerged from the recognition that organisational success depends upon the quality of relationships established and maintained with strategic stakeholders.

Ledingham and Bruning (1998) define relationship management as the management function that establishes, develops, and maintains mutually beneficial relationships between organisations and their publics. The theory proposes that organisational effectiveness is determined by the quality of relationships rather than merely the effectiveness of communication activities. According to Hon and Grunig (1999), relationship quality can be assessed through dimensions such as trust, satisfaction, commitment, mutuality, openness, and control.

Relationship Management Theory assumes that organisations operate within networks of relationships and that sustainable success depends upon the ability to cultivate positive stakeholder relationships. Consequently, organisations should continuously invest in communication, responsiveness, and stakeholder engagement.

Key Components of Relationship Management Theory

The theory identifies several dimensions of relationship quality:

1. Trust
2. Satisfaction
3. Openness
4. Mutuality
5. Communication quality
6. Relationship continuity.

Social Exchange Theory (SET)

Origin and Overview

Social Exchange Theory was originally developed by Homans (1958) and subsequently expanded by Blau (1964) and Thibaut and Kelley (1959). The theory explains social and organisational relationships as exchanges in which individuals and organisations seek to maximise benefits while minimising costs.

Homans (1958) argues that social behaviour is based on an exchange process whereby individuals evaluate rewards and costs before engaging in relationships. Blau (1964) extends this perspective by suggesting that social exchanges generate obligations, trust, loyalty, and long-term commitment. Thibaut and Kelley (1959) further explain that relationships are maintained when participants perceive that the benefits derived exceed the associated costs.

The central proposition of Social Exchange Theory is that relationships endure when all parties perceive value in maintaining them. Positive exchanges encourage commitment and cooperation, while negative exchanges increase the likelihood of relationship termination.

Major Assumptions of Social Exchange Theory

1. Individuals and organisations seek to maximise rewards.
2. Relationships are maintained when benefits exceed costs.
3. Reciprocity is essential for relationship continuity.
4. Trust develops through repeated beneficial exchanges.
5. Long-term exchanges generate commitment and loyalty.

Integration of the Theories and Relevance to the Study

The three theories complement one another and collectively provide a comprehensive explanation for the present study.

Relational Exchange Theory explains the importance of trust, commitment, and long-term relationships between broadcasters and advertisers. Relationship Management Theory explains how these relationships can be developed, maintained, and evaluated through communication and stakeholder engagement. Social

Exchange Theory explains why such relationships are sustained by emphasising mutual benefits, reciprocity, and value creation.

Together, these theories provide a robust framework for understanding how Customer Relationship Management influences advertisement placement effectiveness within Nigerian broadcast media organisations. They explain that effective advertisement placement is not merely a technical media-planning activity but also the outcome of strong, mutually beneficial relationships between advertisers and media organisations. Consequently, the theories directly address the central research problem concerning the need to improve advertisement placement effectiveness through enhanced customer relationship management practices.

Empirical Review

Morgan and Hunt (1994)

Morgan and Hunt investigated the role of trust and commitment in relationship marketing. Using survey data collected from business organisations, the study developed the Commitment-Trust Theory of Relationship Marketing. The findings revealed that trust and commitment are key determinants of successful business relationships because they encourage cooperation, reduce uncertainty, and improve organisational performance. The study concluded that organisations that invest in long-term relationships achieve superior outcomes compared with those that focus solely on transactions. However, the study did not examine advertisement placement effectiveness within the broadcasting industry.

Ndubisi (2007)

Ndubisi examined the relationship between relationship marketing dimensions and customer loyalty in Malaysia. The study employed a survey design and analysed data using structural equation modelling. The findings indicated that trust, commitment, communication, and conflict handling significantly influence customer loyalty. The study concluded that relationship-building practices enhance customer retention and organisational performance. However, the study focused on customer loyalty rather than advertisement placement effectiveness.

Ndubisi et al. (2007)

Ndubisi et al. examined supplier-customer relationship management and customer loyalty in the Malaysian manufacturing sector. Data were collected through structured questionnaires and analysed statistically. The findings revealed that trust, communication, and commitment significantly influence customer loyalty and relationship continuity. The study highlighted the importance of relationship management in sustaining long-term business partnerships. However, the study was conducted outside the media industry and did not address advertisement placement effectiveness.

Wali (2018)

Wali investigated the impact of customer relationship management on marketing effectiveness in the telecommunications sector. Using survey data and regression analysis, the study found that CRM practices significantly improve customer satisfaction, retention, and organisational performance. The study concluded that organisations that effectively manage customer relationships are more likely to achieve sustainable competitive advantages. However, the study focused on telecommunications rather than broadcast media organisations.

Mabzor et al. (2024)

Mabzor et al. examined customer relationship management and customer retention in the Nigerian broadcast industry. The study adopted a survey research design involving broadcasting organisations in Anambra State. Findings showed that customer orientation, customer information management, and CRM practices significantly influence customer retention. The study concluded that effective CRM contributes to long-term customer relationships. However, advertisement placement effectiveness was not examined.

Okeke et al. (2024)

Okeke et al. investigated the mediating role of customer satisfaction in the relationship between CRM and customer retention in the Nigerian broadcast industry. Using quantitative analysis, the study found that customer satisfaction significantly mediates the relationship between CRM practices and customer retention. The study concluded that satisfaction strengthens the effectiveness of CRM initiatives. Nevertheless, the study focused on customer retention rather than advertisement placement effectiveness.

Rishante (2014)

Rishante investigated the effect of television advertising on viewers' choice preferences among Nigerian mobile telecommunication consumers. Using a survey design, the study found that television advertisements influence consumer awareness but do not significantly determine viewers' choice preferences. The study concluded that other factors beyond advertising contribute to consumer decisions. However, the study did not examine the role of customer relationship management in advertising effectiveness.

Odji et al. (2016)

Odji et al. examined the recall and communicative effectiveness of computer-generated imagery in television advertisements in Lagos, Nigeria. The study employed survey techniques and statistical analysis. Findings revealed that computer-generated imagery significantly enhances advertisement recall and communication effectiveness. The study concluded that creative advertisement presentation

contributes to advertising success. However, the study focused on advertisement content rather than relationship management factors.

Duru and Okpiabhele (2026)

Duru and Okpiabhele examined advertising as a survival strategy for broadcast media organisations using the Nigerian Television Authority (NTA), Port Harcourt, as a case study. The study employed a survey design and found that advertising contributes significantly to organisational sustainability and revenue generation. The authors concluded that advertising remains essential for the survival of broadcast media organisations. However, the study did not investigate how CRM influences advertisement placement effectiveness.

Ledingham and Bruning (1998)

Ledingham and Bruning examined relationship management in public relations and identified trust, openness, involvement, commitment, and investment as critical dimensions of relationship quality. The study concluded that effective relationship management enhances organisational performance and stakeholder satisfaction. However, the study focused on public relations rather than advertising effectiveness.

Hon and Grunig (1999)

Hon and Grunig developed guidelines for measuring organisational relationships. Their findings identified trust, commitment, satisfaction, and control mutuality as key indicators of relationship quality. The study concluded that strong organisational relationships contribute significantly to stakeholder support and organisational success. However, no direct connection was made to advertisement placement effectiveness.

Synthesis Table of Empirical Studies

Author(s)	Objective	Methodology	Findings	Gap
Morgan & Hunt (1994)	Examine trust and commitment in relationship marketing	Survey	Trust and commitment improve relationship performance	No focus on broadcast media or advertising placement
Ndubisi (2007)	Investigate relationship marketing and customer loyalty	Survey, SEM	Trust and communication enhance loyalty	Did not examine advertising effectiveness
Ndubisi et al. (2007)	Examine CRM and customer loyalty	Survey	CRM dimensions improve customer loyalty	Outside media industry
Wali (2018)	Assess CRM and marketing effectiveness	Survey, regression	CRM improves satisfaction and performance	Telecommunications sector
Mabzor et al. (2024)	Examine CRM and customer retention in broadcasting	Survey	CRM significantly improves retention	No advertisement placement variable
Okeke et al. (2024)	Investigate satisfaction and retention	CRM, Survey	Satisfaction mediates CRM- retention relationship	Advertisement placement not examined
Rishante (2014)	Examine television advertising and consumer preference	Survey	Advertising improves awareness	No CRM perspective

Author(s)	Objective	Methodology	Findings	Gap
Odji et al. (2016)	Assess recall and effectiveness of TV advertisements	Survey	Creative imagery improves recall	No relationship management focus
Duru & Okpiabhele (2026)	Examine advertising as a survival strategy	Survey	Advertising supports sustainability	CRM not investigated
Ledingham & Bruning (1998)	Examine relationship management	Survey	Relationship quality improves outcomes	Not advertising-focused
Hon & Grunig (1999)	Develop relationship quality measures	Conceptual/empirical	Trust, commitment and satisfaction are critical	No broadcast media application

Empirical Gap

The reviewed studies demonstrate that CRM has been widely linked to customer satisfaction, customer loyalty, customer retention, and organisational performance. Similarly, advertising studies have focused on advertising recall, audience engagement, consumer preference, and media sustainability. However, none of the reviewed studies specifically examined the influence of CRM dimensions such as trust, commitment, communication quality, and satisfaction on advertisement placement effectiveness within Nigerian broadcast media organisations. Furthermore, the few available studies within the Nigerian broadcast industry concentrated primarily on customer retention and organisational sustainability rather than advertising placement effectiveness. This creates a significant empirical gap which the present study seeks to fill.

METHODOLOGY

The study adopted a Sequential Explanatory Mixed-Methods Design. The quantitative phase involved the collection of survey data through structured questionnaires, which were analysed using Partial Least Squares Structural Equation Modelling (PLS-SEM). The qualitative phase involved in-depth interviews, and the data generated were analysed using thematic analysis. The qualitative findings were subsequently used to explain and enrich the quantitative results.

The population of the study comprised 1,046 employees involved in customer relationship management and advertisement placement activities across six selected broadcast media organisations in Abuja, Nigeria. These organisations included Nigerian Television Authority (NTA), Channels Television,

African Independent Television (AIT), Federal Radio Corporation of Nigeria (FRCN), Aso Radio, and Human Rights Radio.

Using Cochran's sample size formula and finite population correction, an initial sample size of 281 respondents was obtained and subsequently increased to 404 to improve statistical robustness and ensure adequacy for Structural Equation Modelling. A total of 404 valid questionnaire responses were analysed. The qualitative phase involved 24 in-depth interviews conducted with key organisational personnel, including marketing staff, management staff, advertising officers, and commercial directors.

Quantitative data were analysed using descriptive statistics, Pearson correlation analysis, exploratory factor analysis, confirmatory factor analysis, and Structural Equation Modelling (SEM), while qualitative interview data were analysed thematically to provide deeper explanations for the quantitative findings.

RESULTS AND FINDINGS

Table 1: Reliability Statistics

Construct	Number of Items	Cronbach's Alpha
Communication Quality	4	0.843
Trust	2	0.718
Responsiveness	3	0.814
Data Management	3	0.825
Advertisement Placement Effectiveness	6	0.868

The reliability analysis revealed that all constructs exceeded the recommended threshold of 0.70, indicating satisfactory internal consistency and reliability of the measurement scales (Hair et al., 2019).

Table 2: Descriptive Statistics

Variable	Mean	Standard Deviation
Communication Quality	4.192	0.604
Trust	4.194	0.655
Responsiveness	4.137	0.657
Data Management	4.060	0.656
Advertisement Placement Effectiveness	4.135	0.606

The descriptive statistics indicate that respondents generally perceived customer relationship management practices and advertisement placement effectiveness positively. Trust recorded the highest mean score ($M = 4.194$, $SD = 0.655$), followed closely by communication quality ($M = 4.192$, $SD = 0.604$). This suggests that trust and effective communication constitute important aspects of customer relationship management within Nigerian broadcast media organisations.

Table 3: Multiple Regression Results

Dependent Variable: Advertisement Placement Effectiveness

Predictor	β	t-value
Communication Quality	0.495	7.310
Trust	0.188	3.532
Responsiveness	0.085	1.415
Data Management	-0.012	-0.236

Model Summary

Statistic	Value
R ²	0.540
Adjusted R ²	0.535
F-statistic	116.886
Significance	p < .001

A multiple regression analysis was conducted to examine the influence of customer relationship management dimensions on advertisement placement effectiveness. The regression model was statistically significant, $F(4, 399) = 116.886$, $p < .001$, explaining approximately 54.0% of the variance in advertisement placement effectiveness ($R^2 = .540$, Adjusted $R^2 = .535$). The findings revealed that communication quality ($\beta = .495$, $t = 7.310$, $p < .001$) and trust ($\beta = .188$, $t = 3.532$, $p < .001$) significantly and positively predicted advertisement placement effectiveness. However, responsiveness ($\beta = .085$, $t = 1.415$, $p = .158$) and data management ($\beta = -.012$, $t = -.236$, $p = .814$) did not significantly predict advertisement placement effectiveness.

Customer Relationship Management Dimensions among Broadcast Media Organisations

The findings indicate that customer relationship management practices are well established among the selected broadcast media organisations in Nigeria. The descriptive analysis revealed high mean scores across all CRM dimensions, suggesting widespread adoption of relationship-oriented practices. Trust recorded the highest mean score ($M = 4.194$, $SD = 0.655$), closely followed by Communication Quality ($M = 4.192$, $SD = 0.604$), Responsiveness ($M = 4.137$, $SD = 0.657$), and Data Management ($M = 4.060$, $SD = 0.656$). These results suggest that the sampled organisations place considerable emphasis on maintaining trustworthy relationships, sustaining effective communication channels, responding to advertiser needs, and managing customer information effectively.

The reliability analysis further demonstrated that the measurement scales exhibited satisfactory internal consistency. Cronbach's alpha coefficients ranged from $\alpha = 0.718$ for Trust to $\alpha = 0.868$ for Advertisement Placement Effectiveness, exceeding the recommended threshold of 0.70 and confirming the reliability of the study constructs.

Advertisement Placement Effectiveness in Nigerian Broadcast Media Organisations

The findings revealed a high level of perceived advertisement placement effectiveness among the selected broadcast media organisations. Advertisement Placement Effectiveness recorded a mean score of $M = 4.135$ ($SD = 0.606$), indicating that respondents generally agreed that advertisement placement practices were effective in reaching target audiences, satisfying advertiser expectations, and supporting organisational objectives. The results suggest that the participating organisations have established advertising mechanisms capable of delivering satisfactory placement outcomes for advertisers.

Influence of CRM Dimensions on Advertisement Placement Effectiveness

The study found that customer relationship management dimensions significantly influence advertisement placement effectiveness within Nigerian broadcast media organisations. The regression model was statistically significant, $F(4,399) = 116.886$, $p < .001$, explaining approximately 54.0% of the variance in advertisement placement effectiveness ($R^2 = 0.540$; Adjusted $R^2 = 0.535$). This indicates that CRM dimensions collectively constitute important determinants of advertisement placement outcomes.

Among the predictor variables, Communication Quality emerged as the strongest predictor of advertisement placement effectiveness ($\beta = 0.495$, $p < .001$). This finding suggests that continuous interaction, timely information sharing, and effective communication between media organisations and advertisers significantly enhance the effectiveness of advertisement placement decisions. Trust also exerted a significant positive influence on advertisement placement effectiveness ($\beta = 0.188$, $p < .001$), indicating that advertisers are more likely to maintain advertising relationships with media organisations perceived as credible, transparent, and dependable.

Conversely, Responsiveness ($\beta = 0.085$, $p = .158$) and Data Management ($\beta = -0.012$, $p = .814$) did not significantly predict advertisement placement effectiveness. Although these dimensions remain important components of customer relationship management, their direct influence on advertisement placement effectiveness was not statistically significant within the context of the present study.

Overall, the findings demonstrate that effective communication and trust-building mechanisms represent the most critical customer relationship management dimensions influencing advertisement placement effectiveness in Nigerian broadcast media organisations. The results further suggest that relationship quality has become an increasingly important factor in advertising decisions beyond traditional considerations such as audience size, programme popularity, and advertising budgets.

Qualitative Findings

The qualitative findings revealed five major themes:

1. Informal CRM practices
2. Multi-factor advertisement placement decisions
3. Communication as the core relational competency
4. Technology and infrastructure gaps
5. Digital disruption and adaptive strategies

Interview participants consistently identified communication quality as the most important relational factor affecting advertiser relationships and placement continuity.

Participants also acknowledged infrastructural limitations, inconsistent CRM software integration, and digital competition as major operational challenges.

CONCLUSION

The study demonstrates that communication quality and trust are the most influential CRM dimensions affecting advertisement placement effectiveness in Nigerian broadcast media organisations. The findings suggest that broadcasters seeking to improve advertising outcomes should prioritise transparent communication and trust-building initiatives with advertisers. These findings extend the application of Relational Exchange Theory, Relationship Management Theory, and Social Exchange Theory within the context of media management and advertising effectiveness. By adopting a relational approach, broadcast media organisations can enhance advertiser engagement, improve placement outcomes, and achieve sustainable revenue growth in an increasingly competitive environment.

Recommendations

The study recommends that customer satisfaction should be incorporated into advertising service delivery processes. Broadcast media organisations should regularly evaluate advertiser satisfaction through surveys, feedback systems, and relationship audits. Understanding advertiser perceptions will enable organisations to improve service quality and enhance the effectiveness of advertisement placement strategies.

Media organisations should invest in CRM technologies and training to enhance relationship management capabilities. Personalised communication, data-driven decision-making, and continuous engagement are essential for improving advertisement outcomes. Management should promote effective communication with advertisers. Continuous and open communication between broadcasters and advertisers should be encouraged. Media organisations should establish dedicated customer relationship units responsible for maintaining regular contact with advertisers, addressing concerns promptly, and providing updates regarding advertisement performance and audience reach. Customer satisfaction should be incorporated

into advertising service delivery processes. Broadcast media organisations should regularly evaluate advertiser satisfaction through surveys, feedback systems, and relationship audits. Understanding advertiser perceptions will enable organisations to improve service quality and enhance the effectiveness of advertisement placement strategies. Regulatory bodies such as the National Broadcasting Commission should promote standards that encourage transparency, accountability and professionalism in advertisement practices.

Overall, this study highlights that advertisement placement effectiveness is a multidimensional construct influenced by both technical and relational factors. CRM dimensions-trust, commitment, satisfaction, and communication quality-play a central role in shaping advertiser-media interactions and determining advertising outcomes. By integrating these relational factors into advertisement placement strategies, media organisations can enhance effectiveness, improve advertiser satisfaction, and achieve long-term sustainability.

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