




The Impact of Promotional Strategies and Customer Relationship Management on Competitive Advantage and Marketing Performance: Moderating Role of Organizational Commitment

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ABSTRACT

Marketing performance has become a foremost element that could be achieved through competitive advantage and this aspect required the emphasis of recent studies. Thus, the present article examines the impact of promotional strategies and customer relationship management (CRM) on the marketing performance of manufacturing sector in China. The study also examines the mediating role of competitive advantage (CA) among promotional strategies, CRM and marketing performance and also examines the moderating role of organizational commitment (OC) among CA and marketing performance. The article used the surveys to gather the primary data from the employees. The article also used smart-PLS to check the nexus between the understudy variables. The results revealed that the promotional strategies and CRM have a positive association with marketing performance. The outcomes also revealed that CA significantly mediates and OC significantly moderates among variables. The article guides the regulators in making regulations related to enhance the marketing performance using effective promotional strategies and CRM.

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1. Introduction

Due to vigorous competition in the Chinese business environment, the importance of strategic marketing practices has never been so high. In a highly competitive environment and with constant technological advancements and growing customers' expectations, promotional techniques and CRM have become essential components within the organizations' activities. The following paper analyses the effect of promotional procedures and CRM on competitive edge and marketing results, taking into account the mediating part of OC in China setting. The Chinese economic environment is characterized by peculiarities that define opportunities and threats in equal measure (Bai, Wang, Tran, Sadiq, Trung, & Khudoykulov, 2022). Lammi and Pantzar (2019) Says that this is the era of the digital economy characterized by extensive internet services together with the increase in mobile technology has played a role in changing how most firms interact with the consumers. Advertising in China has therefore moved from the past historical modes of advertising to modern advanced instrumental advertising that includes social media, start influencers, and individual targeting (Zhou, Blazquez, McCormick, & Barnes, 2021). The success of these promotional techniques is critical to firms in their bid to reach out for huge and extensive consumer market as well as to increase brand awareness and sales. Thus, it is imperative to grasp the nature that various promotional strategies affect CA and marketing performance in the context of business. At the same time, the customer relationship management has come to be an important aspect of the strategies used in the Chinese

marketing. With increasing expectations of the final consumers, it is imperative that business establish and sustain long-term loyalty with the consumers. CRM strategies according to Anitha and Patil (2022), entail utilizing the customer data to analyse their buying behavior, and other aspects related to purchasing. It helps the firms know which products cut across the market and which ones are unsold, thus enabling them to adjust the production to meet customers' needs and thereby creating loyalty. In such a constantly evolving and highly competitive market as China CRM is not only the retention but a factor of differentiation (Zhang, Wang, Cui, & Han, 2020). Research shows that excellent companies in CRM can generate specific communications that are compelling to the clients; hence, it strengthens their CA.

This study also focuses on the relationship between promotional techniques and the implementation of CRM. Albeit each of these elements can be investigated singly, the impact that they have on the CA and marketing performance's need to be examined comprehensively. Promotional strategies can complement the strategies of CRM by expanding the base of customers and strengthening the signaling process (Vesal, Siahtiri, & O'Cass, 2021). Indeed, solid CRM systems can give valuable information that can help to adjust the promotions directly to customers (Anitha & Patil, 2022). It seems that this kind of synergy is especially relevant for China, as consumers' decision-making is defined by cultural, social and, of course, financial imperative. However, the application of the promotional strategies and CRM best practices does not take place in isolation. Additionally, the OC which means the extent of concern of employees toward the organizational objectives also have moderating influence. Studies like Nguyen, Siengthai, Swierczek, and Bamel (2019) find that the high level of OC can strengthen the processes of implementing the marketing strategies since it focuses on innovation, teamwork, and the customer-oriented approach. Loyalty in the workplace means that the people working in any organization will ensure that promotional and CRM strategies being implemented are well put in the right track and sustainability is achieved (Gazi, Al Mamun, Al Masud, Senathirajah, & Rahman, 2024). On the other hand, low levels of OC can hinder such initiatives, hence below par performance at the organizational level. Thus, in contemporary industrial environment of China which is highly competitive, special attention is paid to such factor as OC. Businesses with an engaged employees' management strategy have several more advantages over competitors to adjust to the changes, develop new ideas, and satisfy customers' needs and wants effectively (Nayal, Pandey, & Paul, 2022). Thus, the goal of this research will be to investigate the moderating role of OC in the context of promotional strategies, CRM, CA, and marketing performance. The research is targeting the Chinese market and thus strives to offer crucial information to companies that invest or intending to invest in this growing market.

The objective of this study is to investigate the effects of promotion on marketing competitiveness and marketing performance while controlling for customer relationship management among Chinese firms. In more detail, it explores moderating effect of OC to the above stated relationships. The purpose is to offer information that will prove useful in orienting business companies with their marketing strategies in China market environment. Several gaps in the literature concerning marketing and organizational behavior researches within the Chinese environment are also discussed in this study. Although the theoretical studies demonstrate the significance of both promotion and CRM in business organization, the analysis conducted hitherto did not focus on the dynamics of the two in creating CA and enhancing marketing performance. Moreover, the study establishes OC as a moderator, which has not been incorporated in most of the past researches. Since culture and technology are two unmatched variables that affect consumer behaviors, this study is founded on the Chinese cultural background to explain the elaborate interaction between these two factors and the external environment in determining business outcomes.

The upcoming section includes literature review, research methods, findings of the study and discussions of results along with implications and limitations.

2. Literature Review

Promotional strategies for a brand significantly improves the marketing performance because of increased brand recognition and awareness besides getting new customer in the business and retaining old ones. Promotional methods, which include advertising, social media marketing, and influencing, assist in expanding the target market and improve consumers' engagement (Shawky, Kubacki, Dietrich, & Weaven, 2019). Using web-based marketing platforms and big data analysis, business organizations can send cascade their promotional

messages to the target groups, thus improving its relevance. This results in branding and adding more clients to the target market. Lim and Guzmán (2022) Says that convenience combined with other forms of promotion that involved discounts, special offers, loyalty, among other related incentives are used to encourage consumers to make repeat purchases hence fostering long term consumer relations. These strategies also help to gain important information about the company's customers, which can be used to improve the marketing strategies and satisfy consumers. The coordination of promo initiatives means that they are consistent across the mediums, which helps to establish brand consistency and build a breed loyal consumer base (Quayson, Issau, Gnankob, & Seidu, 2024). Consequently, effective promotion initiatives sustain revenue generation and market share while enhancing overall marketing effectiveness and increasing the firm's CA in the market domain. Therefore, we propose that,

H1: Promotional strategies have a positive impact on marketing performance.

CRM has a significant influence on the marketing performance since it increases affective customer satisfaction. According to Chatterjee, Ghosh, Chaudhuri, and Nguyen (2019), the efficient CRM systems make it possible for the businesses to capture and interpret customer data, so as to increase the marketing orientation towards the individual clients. This customization adds value to the marketing messages creating better rates of engagement and conversion. Furthermore, Rajola (2019) points that CRM aids in rationalizing the communication flow, guaranteeing that the clients obtain pertinent and definite information. It does not only increase customer loyalty but also leads to recommendations which help one grow the client base. In addition, CRM systems enhance management of customer transactions and information hence allowing any complaints or rather questions to be addressed immediately thereby improving the quality of the services that are rendered to customers (Anitha & Patil, 2022). Through the implementation of CRM analytics, various benefits such as the ability to re-consider used marketing approaches, more efficient resource distribution, and the discovery of market trends. Thus, with the help of CRM systems integration, the overall increase in sales performance, a stronger market position, and a viable CA that allows companies to stay ahead of competitors are achieved. Thus, this systematic management of customer relations guarantees sustainable business and organizational growth (Wikhamn, 2019). Therefore, we make a hypothesis that,

H2: Customer relationship management have a positive impact on marketing performance.

Promotional strategies help to enhance CA since it helps in making the brand recognizable to customers and thus acquiring new customers. Advertising, sales promotion and public relation are essential promotional tools that help to increase brand familiarity, the extent to which a company's products or services are well known to the consumers (Shawky et al., 2019). This visibility may make it possible for a brand to stand out from the rest of the brands, thus occupying a niche in the market. Furthermore, Akroush, Zuriekat, Al Jabali, and Asfour (2019) points that it increases promotion effectiveness, which explains the benefits of using a product, including its quality, based on superior characteristics. This kind of communication is particularly useful for persuasion, in creating a good brand image and a loyal client base. Promotions therefore offer another chance to interact with the customer, and find out areas that require improvements. Thus, getting to the target group and providing it with unforgettable experiences, promotions can ensure customer loyalty and subsequent purchases of products (Shin, Back, Lee, & Lee, 2020). Also, creative approaches to using promotions in order to reach the audience, for example, digital marketing and employing influencers can help a brand cater to even larger audiences. Thus, promotion increases the visibility of a firm in the market, increases customer patronage and achieve organizational objectives of sales revenue, which are crucial strategies towards guaranteeing CA (Eyasu & Arefayne, 2020). Therefore, we say that,

H3: Promotional strategies have a positive impact on competitive advantage.

The subject of CRM has a positive effect on CA as it assists companies to enhance their relations with clients in the long run. On the basis of the accumulated and analyzed customer data, CRM systems enable companies to get maximum information about customers' preferences, interactions, and necessities (Lamrhari, El Ghazi, Oubrich, & El Faker, 2022). This knowledge helps to design the sequences of the marketing messages and the type of products which may be suitable for a given client, thus improving satisfaction and repeated patronage.

Moreover, Watanabe, Akhtar, Tou, and Neittaanmäki (2022) points that CRM is ideal for handling communication so it is efficient, unvarying, and advantageous in such a manner that clients would be assured of the reliability of the company. According to Anitha and Patil (2022), customers may also maintain a long term relationship with firms when CRM has been employed properly as the customers tend to retain the services of firms that have satisfied them. Moreover, it enhances the capability of a firm for performing proactive problem solving and satisfactory delivery of services that separates a business from others. If customers' needs are being anticipated and if companies are quicker in responding to the queries and complaints they receive, customer satisfaction and company reputation would be improved (Gajewska, Zimon, Kaczor, & Madzik, 2020). Apart from enhancing the business functionality, CRM serves as an effective tool to control the processes and have stronger insights into the decision making, resources, and the market setting. Altogether, CRM aids a sustainable CA by the way of customer loyalty, increased service level, and business growth. Therefore, we propose that,

H4: Customer relationship management have a positive impact on competitive advantage.

CA mediates the relationship between promotional strategies on the one hand, and marketing performance on the other hand because it connects both the level of effectiveness of promotional strategies to improvements in overall market results. According to Adeola, Hinson, and Evans (2020), if a company introduces efficient promotion tactics, then the level of brand recognition, customer interactions, and product exposure is enhanced among the public. Such strategies as placing of the ad in specific areas and use of sales promotions give a trademark image in the market. These divisions provide the functionality of the benefit, thus giving the brand an edge over its competitors and becoming more attractive and preferred by customers. Therefore, such promotions help to achieve enhanced competitiveness and thus greater marketing effectiveness in such indicators as sales, market share, and consumer preference (Gupta, Gallear, Rudd, & Foroudi, 2020). Hence, it becomes possible for business firms to maintain and enhance their CA and, therefore, achieve their long-run business objectives through repetitive application of promotional activities. The coordination between promotion and CA guarantees that marketing is more than just a set of activities leading to various decorative indicators, including enhanced sales and the growth of a firm's customer base. This means that CA is a critical factor that facilitates the conversion of promotional activities into core marketing accomplishments that unravel the complex relationship between these factors in achieving superior market returns (Hayat & Qingyu, 2024). Therefore, we say that,

H5: Competitive advantage works as a mediator between promotional strategies and marketing performance.

CA is a key moderator between CRM and marketing performance since it helps to convert the various CRM capabilities into superior market results. Hollebeek, Srivastava, and Chen (2019) Points, by the systematic accumulation and evaluation of customer details, CRM systems offer comprehensive info on customers' wants, behaviors, and demands. Using this knowledge, firms can customize their marketing communications to provide suitable and timely messages to consumers. R. U. Khan, Salamzadeh, Iqbal, and Yang (2022) Says, due to the help of CRM, organizations can satisfy and engage customers, which allows them to create a base of the loyal customers. The formation of a strong relationship with customers hence acts to provide competitiveness because customer with a bond with an organization are more likely to continue purchasing their products, recommend them to other people and are less likely to switch to other organizations. According to Sofi, Bashir, Parry, and Dar (2020), the realization of CA by implementing effective CRM, leads to enhanced marketing efficiency, characterized by better sales, market share, and customers' retention. In the same way, CRM systems manage communication and services provision in a way that guarantees same and effective client interactions. Such reliability adds to the overall brand reliability, and therefore strengthens its position in the market competition. CRM, thus, enables organizations to gain and sustain CA in a particular marketplace by delivering solutions that address customers' needs better than the competitors (Chatterjee, Rana, Tamilmami, & Sharma, 2021). Therefore, the CA coming from CRM practices boost the impact of marketing activities by converting superior knowledge of specific customers into measurable business results. This goes to show how CA helps to link CRM efforts and the ultimate goals of superior marketing results.

H6: Competitive advantage works as a mediator between customer relationship management and marketing performance.

CA is positively related to marketing performance while OC plays the role of a moderator working in conjunction with CA to firm up the effectiveness of competitive strategies with regards to marketing performance. When the employees are more committed, they work hard as they are interested in their organization and the goals of the firm. This commitment creates a conducive environment that is important when it comes to the achievement of competitive strategies (Imamoglu, Ince, Turkcan, & Atakay, 2019). Having loyal employees helps the firm achieve the best in satisfying customers, adhering to achieving a high and sustainable quality, and meeting all the needs within the market sphere to enhance the competitive position for the company. Paparoidamis, Tran, and Leonidou (2019) Points that such a strong edge with the help of dedicated employees' results in enhanced marketing effectiveness in terms of better customer satisfaction and loyalty, and thus has a greater share of the market. Also, OC fosters the solidity of the internal organization and drives timely and proper responses to shifts in the market (Grego, Magnani, & Denicolai, 2024). Therefore, the relationship between OC and CA greatly enhances marketing performance showing the necessity of the engaged employees for critical business sustainability. Therefore, we make a hypothesis that,

H7: Organizational commitment works as a moderator between competitive advantage and marketing performance.

3. Research Methods

The article examines the impact of promotional strategies and CRM on the marketing performance and also examines the mediating role of CA among promotional strategies, CRM and marketing performance and also examines the moderating role of OC among CA and marketing performance of manufacturing sector in China. The article used the surveys to gather the primary data from the employees of manufacturing industries in China. The questions were used to measure constructs such as promotional strategies have five items (Pappas, 2016), CRM also has five questions (Rodriguez & Boyer, 2020), CA has six items (Singh, Chen, Del Giudice, & El-Kassar, 2019), OC has eight questions (Abdirahman, 2018) and marketing performance has seven questions (H. Khan & Khan, 2021). Table 1 shows these items.

The article used the marketing department employees of manufacturing industries in China as respondents. The surveys were provided to the respondents using mails and personal visits. A total of 507 surveys were distributed but only 290 valid surveys were received. These valid surveys have 57.20 percent response rate. Moreover, the article also used smart-PLS to check the nexus between the understudy variables. The smart-PLS has been the prominent tool for the analysis of primary data that deals with large data and complex models effectively (Hair, Hult, Ringle, Sarstedt, & Thiele, 2017). Finally, the study used two predictors such as promotional strategies (PS) and customer relationship management (CRM), while study used one mediating variable such as CA, one moderating variable named OC and one dependent variable marketing performance (MP). Figure 1 shows these constructs.

Table 1: Measurements and variables

Items	Questions	Sources
Promotional Strategies		
PS1	Direct marketing activities influence my online purchasing decisions.	(Pappas, 2016)
PS2	The 'above the line' promotional activities (i.e. TV and radio advertisements) influence my online purchasing decisions.	
PS3	The tourism product's branding influences my online purchasing decisions.	
PS4	The online promotions influence my decision to select the tourist product/package I intend to buy.	
PS5	The offline promotions influence my decision to select the tourist product/package I intend to buy.	
Customer Relationship Management		
CRM1	I extensively use CRM technology to perform my job.	(Rodriguez & Boyer, 2020)
CRM2	Compared to other in sales, I am oriented in the CRM system I utilize.	
CRM3	I consider myself a frequent user of my company's CRM technology.	

CRM4 I fully utilize the capabilities of our CRM system.
 CRM5 I have completely integrated the CRM application into my sales process

Competitive Advantage

CA1	My organization's products are better than competitors.	(Singh et al., 2019)
CA2	My organization's R&D capabilities are better than competitors.	
CA3	My organization's managerial capabilities are better than competitors.	
CA4	My organization's profitability is better than its competitors.	
CA5	My organization's image is better than competitors.	
CA6	My organization's employees are better than competitors.	

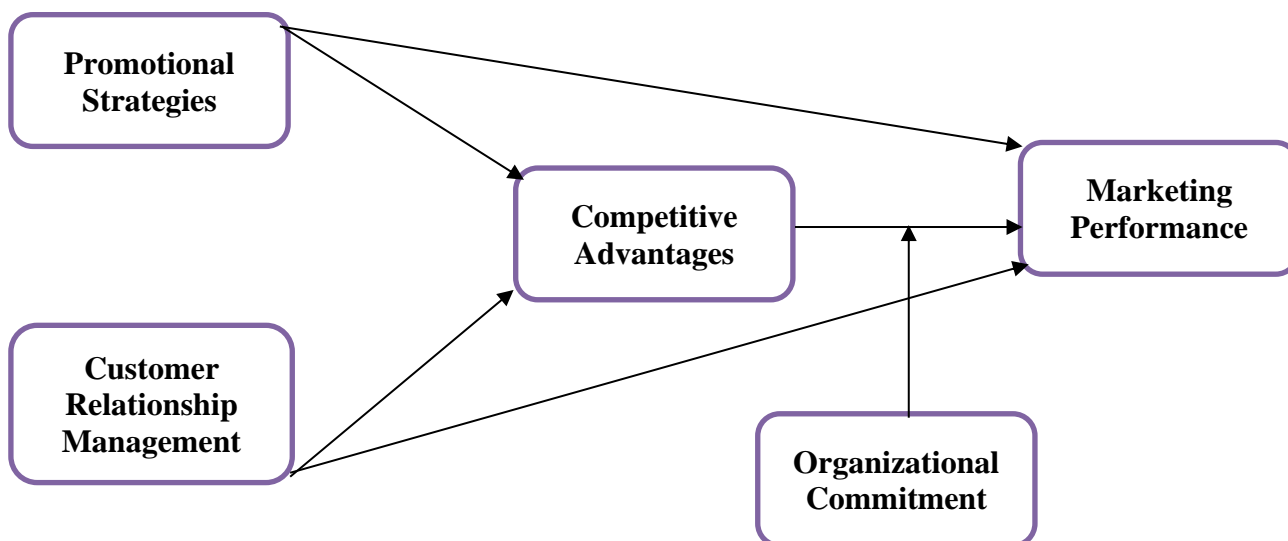
Organizational Commitment

OC1	I feel loyalty toward organization.	(Abdirahman, 2018)
OC2	I am devoted to my firm.	
OC3	I am proud to tell others I work at my firm.	
OC4	I am happy to work in this firm.	
OC5	I feel firm problems are my problems.	
OC6	I care the destiny of my firm.	
OC7	Working for firm is considered as personal working.	
OC8	I am providing great effort in this firm for its success.	

Marketing Performance

MP1	Market share growth.	(H. Khan & Khan, 2021)
MP2	Sales volume growth.	
MP3	Market positioning.	
MP4	Customer satisfaction.	
MP5	Customer retention.	
MP6	Product and service quality.	
MP7	Customer referral	

Figure 1: Research model



4. Research Findings

The study shows the convergent validity that highlight the correlation between items. The correlation has been checked using factor loadings and average variance extracted (AVE) and the outcomes indicated that the values are not lower than 0.50. In addition, the correlation has been checked using Alpha and composite reliability (CR) and the outcomes indicated that the values are not lower than 0.70. These values exposed a high correlation between items. These outcomes are given in Table 2.

The study shows the discriminant validity that highlight the correlation between variables. The correlation has been checked using Heterotrait Monotrait (HTMT) ratio and the outcomes indicated that the values are not higher than 0.85. These values exposed a low correlation between variables. These outcomes are given in Table 3.

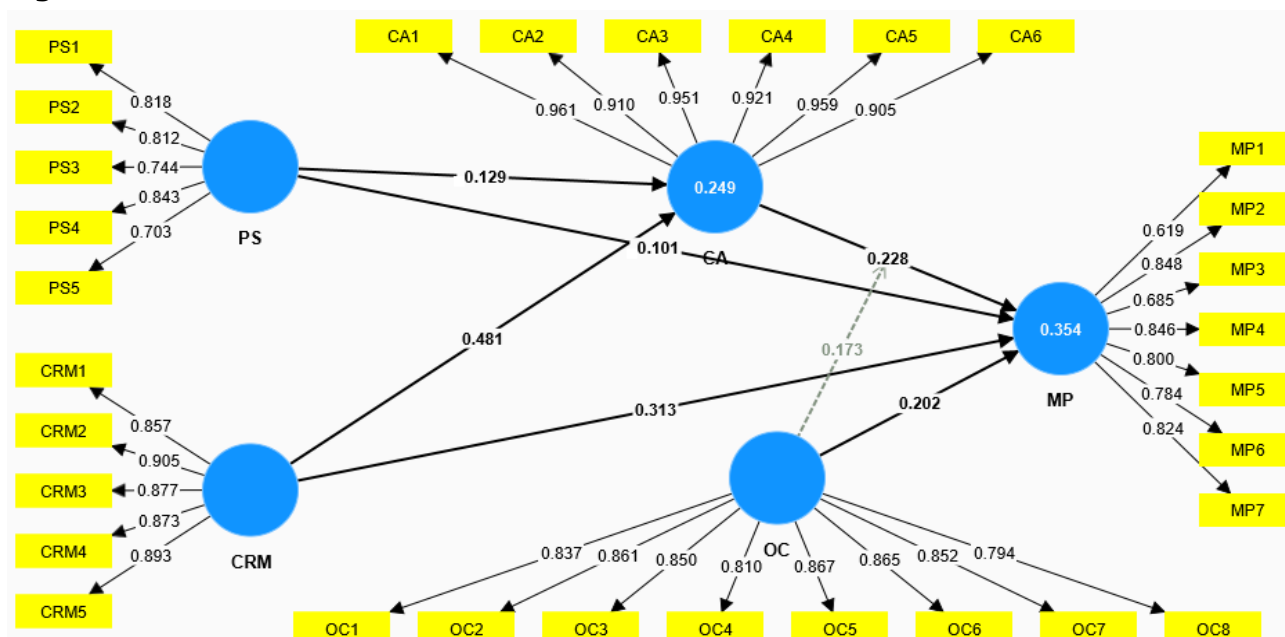
Table 2: Convergent validity

Constructs	Items	Loadings	Alpha	CR	AVE
Competitive Advantages	CA1	0.961	0.971	0.976	0.874
	CA2	0.910			
	CA3	0.951			
	CA4	0.921			
	CA5	0.959			
	CA6	0.905			
Customer Relationship Management	CRM1	0.857	0.928	0.946	0.777
	CRM2	0.905			
	CRM3	0.877			
	CRM4	0.873			
	CRM5	0.893			
Marketing Performance	MP1	0.619	0.888	0.913	0.603
	MP2	0.848			
	MP3	0.685			
	MP4	0.846			
	MP5	0.800			
	MP6	0.784			
	MP7	0.824			
Organizational Commitment	OC1	0.837	0.941	0.951	0.710
	OC2	0.861			
	OC3	0.850			
	OC4	0.810			
	OC5	0.867			
	OC6	0.865			
	OC7	0.852			
	OC8	0.794			
Promotional Strategies	PS1	0.818	0.851	0.889	0.618
	PS2	0.812			
	PS3	0.744			
	PS4	0.843			
	PS5	0.703			

Table 3: Discriminant validity

	CA	CRM	MP	OC	PS
CA					
CRM	0.507				
MP	0.474	0.537			
OC	0.457	0.448	0.434		
PS	0.136	0.064	0.148	0.128	

Figure 2: Measurement model assessment

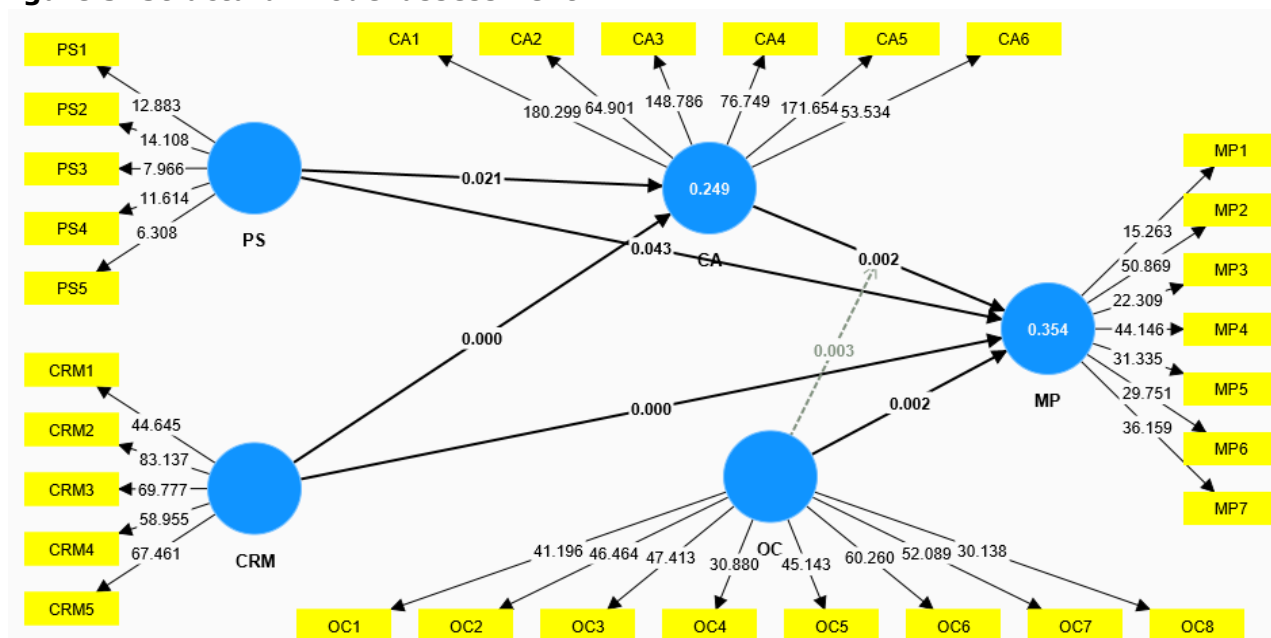


The results revealed that the promotional strategies, CRM and CA have a positive association with marketing performance of manufacturing sector in China and accept H1, H2 and H3. The outcomes also revealed that CA significantly mediates among promotional strategies, CRM and marketing performance of manufacturing sector in China and accept H4 and H5. Finally, the outcomes also revealed that OC significantly moderates among CA and marketing performance and accept H7. These outcomes are given in Table 4.

Table 4: Path analysis

Relationships	Beta	Standard deviation	T statistics	P values
CA -> MP	0.228	0.073	3.105	0.002
CRM -> CA	0.481	0.049	9.803	0.000
CRM -> MP	0.313	0.065	4.796	0.000
OC -> MP	0.202	0.065	3.126	0.002
PS -> CA	0.129	0.056	2.318	0.021
PS -> MP	0.101	0.049	2.031	0.043
OC x CA -> MP	0.173	0.058	2.982	0.003
CRM -> CA -> MP	0.110	0.041	2.702	0.007
PS -> CA -> MP	0.029	0.012	2.416	0.044

Figure 3: Structural model assessment



5. Discussion

The results of this research highlighting the role of promotional tactics along with CRM concerning CA and marketing outcomes bring attention to its significance for Chinese firms. Thus, by including the moderating factor of OC the study offers enriched view of these factors' interdependence and impact on business performance in one of the world's most vibrant and saturated markets. Firstly, the analysis reveal the key role of promotional activities in the improvement of CA and marketing performance. In China's increasingly digitalized market with active social media use and mobile phone usage, firms that use promotional strategies that incorporate digitally enhanced approaches can greatly improve their market position (Wang, 2020). Shawky et al. (2019) Explores, when it comes to advertising, consumers grasp such strategies as influencer marketing, personalized ads, or engaging content, interactive content in particular. This complements other changes that have seen entities in China shifting to digital solutions to improve on consumer experience. The collected quantitative evidence indicates that, overall, the contemporary adoption of innovative promotional techniques is directly related to enhanced marketing outcomes which, in turn, should serve as a reminder that modern organizations need to pursue the update of their marketing strategies in their struggle for competitiveness.

Secondly the contribution of CRM in the realization of competitive strategic advantage and enhanced marketing outcomes cannot be over emphasized. Anshari, Almunawar, Lim, and Al-Mudimigh (2019) States that CRM strategies facilitate marketing analysis of customers where firm's data includes customer data to understand customer characteristics, needs, and behavior, in order to nurture and maintain long-term relations with these customers. This is particularly true in China where consumers have high expectations of the businesses they patronize and where competition is keen. Firms that are able to effectively implement CRM strategies stand to benefit from being able to better provide for the consumer's needs and gain a closer emotional bond with them (Berraies, Chtioui, & Chaher, 2019). The analysis of the interviews with the essential stakeholders shows that consistent the implementation of the essential CRM methods provides companies with a long-lasting strategic advantage as it let them identify and meet customers' expectations, reply actively to their opinions and feedbacks, and therefore, sustain long-term relationships with their clients. The interaction between the promotional approach and CRM also deserves special attention. The paper establishes that these elements are therefore not just integrative but interactively so. Sales promotion initiatives that help in the recruitment of new consumers and broadening the barriers of the market help support the achievement of CRM goals by increasing the number of interested buyers (Czinkota et al., 2021). On the other hand, Anitha and Patil (2022) finds that the knowledge gotten from CRM can enhance and help in making quick adjustments to promotional environments, which should be more effective. This interactivity is more applicable in the Chinese market given the nature of frequent volatility of the consumers' market. The leveraging of promotional activities coupled with CRM results in better CA since the business responds effectively to changes in the market than in the case where the promotional and CRM are separate. Adding this moderating step, which is OC, serves to enrich the study's conclusions.

This research also found a positive correlation between OCs and the promotion strategy, as well as CRM practices. It helps to improve both the strategies' effectiveness and boost employee engagement in their organization. Previous studies like Imamoglu et al. (2019) state that OC has positive impact on employee's behaviors in that it creates a self-archetype of an energetic worker, one who looks for better ways of doing things, works across functional units, and will do everything possible to ensure customers are satisfied. With reference to the research data, this study concludes that increased OC has a positive relationship with firms' promotional and CRM undertakings, which leads to improved CA and marketing effectiveness. This underlines the need to maintain a healthy organizational culture that incorporates the employees' commitment and goals of the firm. On the other hand, low OC could act as a barrier in promotional as well as CRM efforts. From the qualitative data obtained in the study, the cases of weak OC and their repercussions on task dispersion and the lack of opportunities have been identified, underlining the significance of retaining the employee for marketing effectiveness. In addition, the specifics of the chosen research area give important information about the peculiarities of the business environment and its specifics for China. As for the life style, personal relationships and face (social status) concept have considerable influence on the consumer behavior and business dealings (Shawky et al., 2019). Advertising that incorporates, these cultural differences can however be more effective in convincing the consumers. In the same way, Lamrhari et al. (2022) states that CRM practices that have regard and appreciation of cultural taboos will improve customer satisfaction and result in customer loyalty. Based on such cultural dimensions identified in the research, the business that adapts to such cultural dimensions of the Chinese consumers and incorporates them in their marketing plans, are likely to perform better in the Chinese market.

5.1. Implications

The study also emphasizes the need to combine promotional programmes and CRM to improve competition edge and marketing function in China's ever fluctuating market area. H1 shows that high OC for marketing and trustworthy digital marketing techniques, coupled with effective CRM can be of immense benefit to the businesses. It is also worth reminiscing that such cultural phenomena can be used in order to enhance customers' loyalty and showing interest in products offered by a company. These suggestions provide an indicative pattern that can help firms to strive for long-run CA and superior market performance in China's marketing context, where a systematic and cultured strategies approach of marketing is recommended. The article guides the regulators in making regulations related to enhance the marketing performance using effective promotional strategies and CRM.

5.2. Limitations

It may be argued that general application of the study's findings might not be valid if the research setting is other than the Chinese context, mainly due to the focus on Chinese firms. No longitudinal information can be gleaned from the cross-sectional design since only one time point is considered. The self-completion of the questions may affect the question results through response bias. As for what remains for future research, these relationships should be studied across different cultures and within different levels of economic development and with the help of longitudinal designs for more accurate picture.

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