



Optimizing Marketing Analytics in Philippine Retail: A Mediated Model of Lead Generation and Customer Relationship Management

Emmanuel Paulino

De La Salle University – Dasmarias, Philippines

Anna Liza Aterrado

De La Salle University – Dasmarias, Philippines

Djhoana Rington

De La Salle University – Dasmarias, Philippines

ABSTRACT

Objective – This study investigates the impact of Marketing Analytics on Marketing Performance, with Lead Generation and Customer Relationship Management (CRM) as mediators in the retail sector.

Methodology – This study employs a quantitative research design using Partial Least Squares Structural Equation Modeling (PLS-SEM) to analyze how analytics usage impacts marketing performance among 158 retail companies in the Philippines. Data was collected via a Likert-scale survey and validated through rigorous statistical tests for common method bias, endogeneity, and both formative and reflective measurement models.

Findings – Survey data from 158 retail businesses, represented by 316 executives, were analyzed using PLS-SEM to test the relationships among Marketing Analytics, Lead Generation, CRM, and Marketing Performance. The results confirm that Marketing Analytics significantly enhances Marketing Performance, directly and indirectly. Lead Generation strengthens the link between analytics and CRM, while CRM converts data-driven insights into sustained customer engagement and long-term business growth.

Novelty – This study introduces the Marketing Analytics Integration Framework for Retail, emphasizing that analytics is most effective when integrated with lead generation and CRM. It highlights the need for CRM-driven lead management, predictive analytics for demand forecasting, and omnichannel engagement. By focusing on the Philippine retail industry, this study provides empirical evidence on how businesses can optimize Marketing Analytics by providing actionable insights on how businesses can optimize analytics-driven marketing strategies.

Keywords: *customer relationship management, lead generation, marketing analytics, marketing performance, retail industry*

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I. INTRODUCTION

The retail industry in the Philippines has experienced significant growth, driven by increasing consumer demand, digitalization, and the adoption of advanced marketing strategies (Hao, 2024). The integration of Marketing Analytics (MA) has transformed how companies optimize lead generation, enhance customer relationship management (CRM), and improve overall marketing performance (Haverila & Haverila, 2024). With the increasing availability of big data, artificial intelligence, and machine learning, businesses can refine customer targeting, improve engagement, and enhance decision-making processes (Cao et al., 2022). As a result, marketing analytics has emerged as a critical tool for achieving competitive advantage in the retail sector (Kumar, Singh, & Modgil, 2023). However, the extent of its direct and indirect impact on marketing outcomes remains an open area of inquiry, particularly in the Philippine context.

Despite its widespread adoption, many retail businesses struggle to fully capitalize on marketing analytics. Prior research highlights its role in enhancing lead generation through data-driven advertising, predictive modeling, and customer segmentation (Jin & Shin, 2020; Youssef, Eid, & Agag, 2022; Kumar et al., 2023). However, empirical findings on its direct effects on lead quality and conversion rates remain inconsistent. While some studies demonstrate improvements in conversion success (Akram et al., 2021; Gupta et al., 2021), others suggest that higher lead volumes do not necessarily translate into better conversion rates, indicating the need for more nuanced lead management strategies (Imran, 2024; Saeidi & Hollensen, 2024). Moreover, while lead generation is closely linked to CRM effectiveness (Kim, Kim, & Hwang, 2020; Zumstein et al., 2021), inefficient CRM integration may result in lead attrition and missed customer retention opportunities (Rahayu et al., 2022; Reddy, 2021; Sathish et al., 2024). These conflicting findings highlight the need to investigate how analytics-driven lead generation translates into long-term customer relationships.

The relationship between Marketing Analytics and Customer Relationship Management (CRM) has also drawn scholarly attention. Research indicates that data-driven CRM enhances customer personalization, loyalty, and retention (Zhang et al., 2020; Acheampong et al., 2023). However, other studies argue that privacy concerns, poor data handling, and algorithmic biases may erode customer trust, thereby diminishing CRM effectiveness (Gupta et al., 2021). Similarly, while marketing analytics is expected to enhance marketing performance, its effectiveness depends on how businesses implement conversion and engagement strategies (Kurdi et al., 2022). Some scholars argue that over-reliance on analytics may result in information overload, delaying strategic decision-making and reducing agility (Iacobucci et al., 2019; Ijomah et al., 2024). These mixed findings underscore the complexity of leveraging marketing analytics for sustained business performance.

Recent studies also explore the mediating effects of Lead Generation and CRM in the marketing analytics-performance relationship. Some findings suggest that lead generation partially mediates the relationship between marketing analytics and CRM, where data-driven insights improve customer acquisition and indirectly enhance CRM effectiveness (Santoro et al., 2019). However, the effectiveness of this mediation is contingent upon strong lead nurturing frameworks (Akram et al., 2021). Similarly, lead generation has been proposed as a mediator in the Marketing Analytics–Marketing Performance relationship, as analytics-driven lead strategies contribute to higher conversion rates and revenue growth (Jin & Shin, 2020).

Beyond lead generation, CRM's role as a mediator between Marketing Analytics and Marketing Performance remains contested. Studies highlight that effective CRM enhances the impact of marketing analytics by fostering stronger customer relationships and long-term business success (Kim et al., 2020). However, empirical research suggests that firms with weak CRM implementation fail to fully capitalize on



analytics-driven insights, leading to diminished performance outcomes (Fernando et al., 2023). Similarly, the mediation effect of CRM between Lead Generation and Marketing Performance has been observed, with well-managed CRM improving lead nurturing, customer engagement, and overall performance (Kumar et al., 2023). Nonetheless, the heterogeneity in CRM adoption and execution across businesses calls for further exploration of its moderating effects.

While existing research has explored the direct and mediating effects of Marketing Analytics, Lead Generation, and CRM on Marketing Performance, several research gaps persist. First, prior studies have largely examined these relationships in isolation, but few have assessed the combined mediating effects of Lead Generation and CRM in the Marketing Analytics–Marketing Performance framework. A more holistic approach is needed to understand the simultaneous interactions of these variables. Second, limited research has examined lead conversion effectiveness across different retail settings, as prior studies offer conflicting evidence on whether analytics-driven lead generation reliably improves conversion and customer engagement. Investigating the determinants of lead quality and conversion success could provide deeper insights into marketing optimization. Lastly, most empirical studies on this topic focus on global markets, lacking research specific to the Philippine retail industry. Given the unique market dynamics, digital adoption rates, and consumer behavior in the Philippines, further investigation is warranted to tailor marketing analytics strategies to this specific context.

Addressing these gaps will provide a comprehensive understanding of how marketing analytics can be leveraged strategically to optimize lead generation, customer relationship management, and marketing performance in the Philippine retail sector.

II. LITERATURE REVIEW

Theory

To examine the influence of marketing analytics in the retail industry, this study adopts three essential theories: Dynamic Capabilities Theory, Marketing Information System (MIS) Theory, and Customer Relationship Management (CRM) Theory.

Dynamic Capabilities Theory, as outlined by Teece, Pisano, and Shuen (1997) and Eisenhardt and Martin (2000), emphasizes the ability of firms to integrate, build, and reconfigure internal and external competencies to address rapidly changing environments. In the context of marketing analytics, this theory posits that firms with dynamic capabilities—such as the ability to analyze and leverage marketing data—are better equipped to adapt their strategies, improve customer targeting, and enhance overall marketing performance. Research by Helfat and Peteraf (2003) and Ambrosini and Bowman (2009) reinforces the idea that dynamic capabilities enable firms to gain a competitive edge by making timely and data-driven decisions that align with consumer preferences and market trends.

Building on this, Marketing Information System (MIS) Theory emphasizes the importance of accurate, timely, and relevant data for effective decision-making in marketing. Laudon and Laudon (2016) and Kotler and Keller (2015) argue that marketing performance is significantly enhanced when firms leverage integrated marketing information systems that aggregate and analyze data across various channels. The role of MIS in facilitating customer insights, segmentation, and personalized marketing is underscored by Chaffey (2015), who stresses that the ability to collect and analyze large volumes of consumer data enables retailers to optimize campaigns and improve ROI. The synergy between marketing analytics and MIS is critical for fostering an environment where data-driven strategies lead to improved performance.

Lastly, the Customer Relationship Management (CRM) Theory, as developed by Payne and Frow (2005) and Parvatiyar and Sheth (2001), underscores the strategic importance of maintaining and enhancing customer relationships through data-driven insights. In the retail industry, CRM systems leverage marketing



analytics to personalize communication, increase customer loyalty, and improve service quality. As highlighted by Reichheld and Sasser (1990), effective CRM practices are pivotal in fostering long-term customer engagement, which directly influences marketing performance. The integration of CRM with marketing analytics enables firms to respond to customer needs more efficiently, thereby driving higher customer satisfaction and, ultimately, stronger marketing outcomes.

Marketing Analytics

Marketing analytics is the systematic use of data, statistical models, and computational tools to analyze marketing performance and optimize decision-making (France & Ghose, 2019). It integrates predictive modeling, machine learning, and artificial intelligence to extract insights from customer data and market trends (Müller et al., 2020). Sheth (2021) highlights its role in modern marketing strategy, enabling businesses to understand consumer behavior and enhance customer relationship management. Additionally, marketing analytics serves as a bridge between marketing decision-making and consumer psychology, facilitating targeted strategies that align with customer needs (Basu et al., 2023). Vollrath and Villegas (2021) emphasize its integration within the customer decision journey to enhance strategic marketing frameworks.

In the retail industry, marketing analytics is instrumental in enhancing customer experiences and optimizing sales performance. Cao, Duan, and El Banna (2019) stress that data-driven insights enable retailers to develop dynamic capabilities and adapt to market changes. Vollrath and Villegas (2021) underscore the importance of revisiting the customer decision journey to align digital marketing strategies with evolving consumer behaviors. Additionally, Nuseir, Aljumah, and El Refae (2022) highlight the mediating role of marketing analytics in customer relationship management (CRM), showing that integrating big data analytics into CRM strategies improves customer engagement and retention. Mandal (2021) further elaborates on how marketing intelligence enhances data-driven decision-making, supporting CRM effectiveness in retail operations.

Beyond CRM, marketing analytics facilitates optimizing pricing strategies, inventory management, and promotional campaigns. Iacobucci et al. (2019) note that retail firms leveraging analytics can better predict consumer demand, reducing stockouts and overstock issues. Mandal (2021) emphasizes its role in competitive positioning and refining market segmentation strategies. Furthermore, marketing analytics mitigates digital marketing myopia by ensuring a holistic approach to consumer interactions across multiple channels (Vollrath & Villegas, 2021). Basu et al. (2023) argue that it bridges the gap between consumer psychology and marketing decisions, leading to more personalized marketing efforts, while Müller et al. (2020) highlight AI and machine learning as key enhancers of marketing analytics, improving automation and precision in customer segmentation.

Customer Relationship Management

Customer Relationship Management (CRM) is a strategic approach that enables businesses to manage customer interactions through data, technology, and personalized communication (Buttle & Maklan, 2019). CRM systems consolidate customer information across touchpoints to enhance service quality and strengthen relationships (Blum, 2020). The integration of big data allows businesses to personalize and customize services, further optimizing customer satisfaction (Anshari et al., 2019). As CRM evolves into digital and electronic formats, companies leverage technology-driven platforms to improve engagement and operational efficiency (Alshurideh, 2022). In the retail sector, CRM plays a key role in fostering customer loyalty and improving performance, as effective CRM strategies enhance satisfaction, strengthen brand reputation, and drive retention (Khan et al., 2022; Guerola-Navarro et al., 2024).



Beyond customer engagement, CRM contributes to business innovation and competitive advantage. Migdadi (2020) highlights the link between CRM, innovation capabilities, and firm performance, demonstrating how data-driven CRM strategies enhance market positioning. Combining CRM with social media technologies further strengthens customer engagement and streamlines marketing operations (Foltean, Trif, & Tuleu, 2019). Additionally, CRM-driven digital transformation initiatives enable retailers to adopt sustainable business models that align with evolving consumer preferences (Gil-Gomez et al., 2020). Successful CRM implementation enhances service quality and operational efficiency, ensuring businesses maintain long-term customer relationships (Rahayu et al., 2022; Gopalsamy & Gokulapadmanaban, 2021). As CRM continues to evolve, adapting to technological advancements and integrating customer analytics will be essential for sustaining competitiveness in the digital marketplace (Fernando et al., 2023). Ultimately, CRM serves as a vital tool for retailers, driving meaningful customer relationships and sustainable business growth.

Marketing Performance

Marketing performance is a key metric used to assess the effectiveness of marketing strategies in achieving business goals. Kamps and Schetter (2018) define it as the evaluation of marketing activities based on measurable outcomes such as customer acquisition, sales growth, and market positioning. Various studies emphasize different performance indicators, with Gupta et al. (2021) identifying market share, return on marketing investment, and customer satisfaction as critical measures. Similarly, Yasa et al. (2020) highlight marketing performance as the result of competitive advantage and promotional strategies, while Khalayleh and Al-Hawary (2022) stress the role of digital content in shaping performance in industries undergoing digital transformation.

Current research underscores four key measures of marketing performance: market share growth, sales revenue growth, increasing sales to existing customers, and acquiring new customers (Gunawan & Sulaeman, 2020; Khalayleh & Al-Hawary, 2022). The adoption of digital marketing tools enhances consumer reach and engagement, directly impacting these performance indicators (Gunawan & Sulaeman, 2020). Kumar et al. (2021) further argue that small and medium-sized enterprises leveraging online resources experience improved marketing outcomes due to enhanced accessibility and operational efficiency. Additionally, studies suggest that innovation, integrated marketing communication, and brand resonance contribute to stronger marketing performance by ensuring a cohesive strategy across multiple touchpoints (Porcu et al., 2019; Lusianti et al., 2024). Ultimately, marketing performance is best evaluated through a combination of market expansion, customer acquisition, and sustained revenue growth, making it a crucial metric for businesses adapting to competitive and digital landscapes.

Lead Generation

Lead generation is a crucial aspect of modern marketing, particularly in the retail industry, where attracting and converting potential customers drives business growth. It involves identifying and cultivating prospects through various digital marketing strategies, including content marketing, email campaigns, and social media engagement (Imran, 2024). Bondarenko et al. (2019) define lead generation as leveraging online channels to attract consumers and convert them into loyal customers. Świeczak and Łukowski (2016) emphasize its multichannel nature, combining different marketing tactics to create business opportunities. As digital marketing evolves, search engine optimization (SEO) and social media advertising have become essential tools for generating high-quality leads and maintaining competitiveness in the marketplace (Imran, 2024).

Effective lead generation strategies must adapt to changing consumer behaviors. Celestin and Vanitha (2020) highlight that Generation Z responds best to interactive and personalized marketing experiences,



making social media and influencer marketing key to attracting this demographic. Pan et al. (2019) stress the importance of data-driven strategies, allowing businesses to analyze consumer preferences and tailor campaigns for higher conversion rates. An integrated approach that blends traditional and digital methods enhances lead generation effectiveness, ensuring businesses not only attract but also retain customers (Lorsbach et al., 2019). By continuously refining their strategies, retailers can build a strong lead pipeline, drive sales, and foster long-term customer relationships. Figure 1 shows the conceptual model of this study.

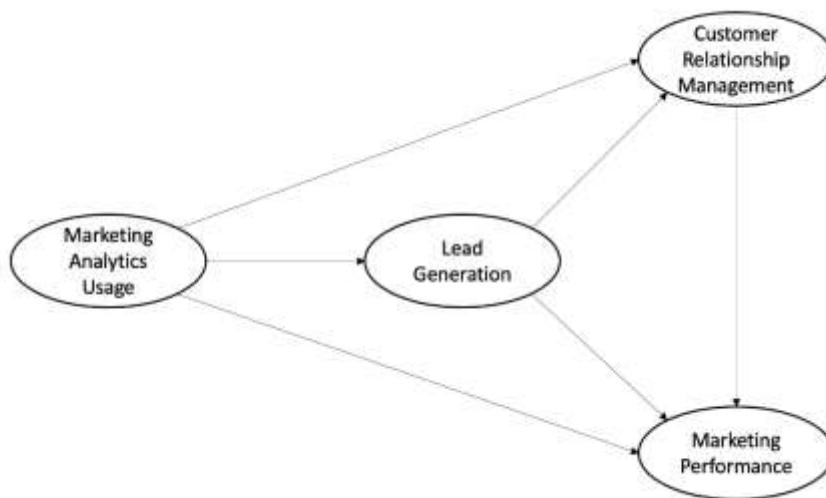


Figure 1 Conceptual Diagram of the Study

Hypothesis Development

Marketing Analytics Linked with Lead Generation

The studies on marketing analytics for lead generation in the retail industry share a common focus on leveraging data-driven strategies to enhance customer acquisition and conversion. Lindberg (2018) highlights the role of predictive analytics in improving B2B sales lead generation, emphasizing the importance of data modeling in forecasting potential leads. Similarly, Zumstein et al. (2021) explore marketing automation as a tool for lead generation and qualification, showing how data-driven marketing strategies optimize lead conversion. In the realm of social media, Saeidi and Hollensen (2024) discuss LinkedIn's role in digital marketing strategies for lead generation of social media marketing advantages for startups. Both studies illustrate how online engagement contributes to lead generation. Meanwhile, Sarkar and De Bruyn (2021) apply deep learning models to direct marketing analytics, showcasing how LSTM response models can enhance lead scoring. Tochner (2021) extends the discussion by integrating behavioral science into lead generation through nudge marketing, demonstrating how AI-powered bots frame interactions to optimize customer response.

Despite these similarities, the studies diverge in their methodological approaches and areas of application. Lindberg (2018) and Zumstein et al. (2021) focus on B2B contexts, whereas Saeidi and Hollensen (2024) emphasize social media's role in B2C lead generation. Furthermore, while Sarkar and De Bruyn (2021) advocate for deep learning techniques, Lindberg (2018) prioritizes traditional predictive analytics, reflecting differing perspectives on the effectiveness of AI-driven versus conventional



approaches. Additionally, Tochner (2021) differentiates itself by incorporating psychological principles into lead generation, diverging from the purely data-centric focus seen in other studies. These contrasting perspectives highlight the evolving nature of marketing analytics, demonstrating the interplay between technological advancements, consumer behavior insights, and strategic marketing initiatives in optimizing lead generation within the retail industry. This warrants the following hypothesis:

H1: Marketing analytics has a significant effect on lead generation

Lead Generation Linked with Customer Relationship Management

Lead generation and Customer Relationship Management (CRM) are closely intertwined, with CRM playing a pivotal role in converting leads into long-term customers. Buttle and Maklan (2019) describe CRM as a strategic approach that integrates customer data, technology, and marketing strategies to build lasting relationships, ultimately enhancing lead conversion. Khan et al. (2022) emphasize that well-managed customer relationships improve lead conversion rates by fostering trust and loyalty. Similarly, Guerola-Navarro et al. (2024) highlight CRM's importance in entrepreneurial marketing, where effective engagement strategies translate into better lead nurturing. Anshari et al. (2019) introduce the concept of big data-enabled CRM, showing how personalized customer interactions strengthen lead generation efforts. Migdadi (2020) further supports this by linking CRM to knowledge management and innovation, demonstrating how CRM-driven insights help businesses implement targeted marketing strategies that maximize lead conversion. Meanwhile, Bondarenko et al. (2019) reinforce the role of CRM-driven digital marketing, arguing that businesses leveraging CRM tools can optimize customer interactions and improve lead generation efficiency.

While these studies agree on the synergy between CRM and lead generation, they differ in their perspectives and areas of focus. Buttle and Maklan (2019) provide a broad conceptual framework for CRM's role in lead management, whereas Khan et al. (2022) focus on customer satisfaction as a key factor in converting leads into loyal customers. Guerola-Navarro et al. (2024) take an entrepreneurial approach, viewing CRM as a tool for marketing innovation rather than just lead conversion. Anshari et al. (2019) emphasize the role of big data in CRM, contrasting with Migdadi (2020), who highlights its connection to knowledge management and business innovation. Bondarenko et al. (2019) adopt a technology-driven perspective, stressing CRM's integration with digital marketing for more effective lead generation. Despite these differences, all studies underscore the essential link between CRM and lead generation, illustrating how CRM systems not only capture leads but also enhance their long-term value through strategic relationship management. Therefore, the following hypothesis is proposed:

H2: Lead generation has a significant effect on customer relationship management

Marketing Analytics Linked with Customer Relationship Management

The reviewed studies collectively emphasize the significant role of marketing analytics in strengthening customer relationship management (CRM) within the retail industry. Cao and Tian (2020) highlight how marketing analytics enhances customer-linking capabilities by leveraging data-driven insights for improved engagement. Similarly, Reddy (2021) and Ijomah et al. (2024) underscore the role of big data and AI-powered predictive analytics in personalizing marketing strategies, thereby improving customer retention. Sathish et al. (2024) extend this discussion by emphasizing how predictive analytics aids in marketing decision-making, particularly in CRM-driven strategies. Cao, Tian, and Blankson (2022) reinforce this by linking big data analytics with firm marketing capabilities, demonstrating how data-driven insights optimize CRM. Agag et al. (2024) further assert that marketing analytics fosters customer agility and satisfaction, reinforcing the interconnectedness of data-driven marketing and relationship management. Additionally, Davis, Grewal, and Hamilton (2021) highlight the future of marketing analytics, positioning



it as a key tool for public policy and customer engagement strategies in the retail sector. Collectively, these studies confirm that marketing analytics serves as a catalyst for improving CRM effectiveness by enabling businesses to better understand and respond to customer needs.

Despite these shared perspectives, the studies differ in their specific approaches and focal points. While Cao and Tian (2020) focus on enhancing customer-linking capabilities, Reddy (2021) and Ijomah et al. (2024) emphasize AI and big data as critical enablers of CRM-driven personalized marketing. Sathish et al. (2024) take a predictive analytics approach, contrasting with Agag et al. (2024), who adopt a longitudinal perspective to examine customer agility and satisfaction. Cao, Tian, and Blankson (2022) link marketing analytics with overall firm capabilities, differing from Kakatkar and Spann (2019), who explore anonymized and fragmented tracking data in marketing analytics, with less direct emphasis on CRM. Furthermore, Davis, Grewal, and Hamilton (2021) consider public policy implications, whereas Akter et al. (2022) discuss marketing analytics within the context of the sharing economy rather than traditional retail CRM. These variations highlight the diverse applications of marketing analytics in CRM, showcasing different strategic approaches to improving customer engagement and business performance. This discussion leads us to the following hypothesis:

H3: Marketing analytics has a significant effect on customer relationship management

Lead Generation Linked with Marketing Performance

Current studies support the significance of lead generation as a crucial component of marketing performance in the retail industry. Lindqvist and Bodell (2023) highlight the role of social media in influencing business performance, particularly in B2B marketing, where lead generation is driven by digital engagement. Similarly, Lehtinen (2020) underscores the importance of corporate website conversion design in enhancing online lead generation, aligning with Felia's (2024) findings that content marketing and SEO practices significantly contribute to lead acquisition. Shi (2023) extends this discussion by integrating both online and offline events as key sources of leads, demonstrating that multi-channel lead generation strategies drive overall marketing performance. Meanwhile, Sirisha and Kalyan (2024) focus on the hospitality sector, affirming that optimized lead generation strategies directly enhance business performance, a perspective echoed by Sundman (2021), who argues that structured customer acquisition plans lead to improved lead generation efficiency.

Despite these commonalities, the studies differ in their specific approaches and contexts. Lindqvist and Bodell (2023) concentrate on social media's influence on B2B marketing performance, while Lehtinen (2020) focuses on website conversion design as a digital lead generation strategy. In contrast, Felia (2024) examines content marketing and SEO as fundamental drivers, differing from Shi (2023), who integrates both online and offline events into the lead generation process. Additionally, Sirisha and Kalyan (2024) analyze lead generation in the hospitality sector, making their findings industry-specific, whereas Sundman (2021) provides a broader framework for customer acquisition strategies applicable across industries. These differences highlight the varied approaches to lead generation and its impact on marketing performance, demonstrating that while digital methods are predominant, the integration of multiple channels remains essential in retail.

H4: Lead generation has a significant effect on marketing performance

Marketing Analytics Linked with Marketing Performance

Based on the claims of current literature, marketing analytics plays a crucial role in improving marketing performance within the retail industry. Liang et al. (2022) demonstrate its effectiveness across various business environments, while Haverila and Haverila (2024) emphasize how big data analytics strengthens marketing capabilities and enhances perceived market performance. Ijomah et al. (2024)



highlight its impact on decision-making, particularly in SMEs, where data-driven insights lead to more effective marketing strategies. Similarly, Petrescu and Krishen (2021) stress that high-quality data drives better marketing outcomes, and Rahman et al. (2021) argue that strong marketing analytics capabilities give firms a competitive edge in data-rich industries. Järvinen and Karjaluoto (2015) further support this by showing how web analytics contributes to digital marketing success. These studies suggest that marketing analytics helps retail businesses refine their strategies, optimize customer engagement, and improve overall performance.

While all studies agree on the value of marketing analytics, they take different approaches to understanding its impact. Liang et al. (2022) examine its role through a contingency model, whereas Haverila and Haverila (2024) focus on the importance of data quality in shaping marketing effectiveness. Ijomah et al. (2024) explore its benefits for SMEs, in contrast to Rahman et al. (2021), who focus on large firms operating in data-intensive markets. Petrescu and Krishen (2021) highlight the importance of data quality but provide less empirical analysis than other studies, while Järvinen and Karjaluoto (2015) narrow their focus to web analytics in digital marketing. These varying perspectives reflect the diverse ways marketing analytics influences business success, whether through strategic decision-making, digital performance measurement, or firm-wide innovation. Thus, this hypothesis is derived from an understanding of the aforementioned debate:

H5: Marketing analytics has a significant effect on marketing performance

Customer Relationship Management Linked with Marketing Performance

The studies on Customer Relationship Management (CRM) and its link to marketing performance across various industries show a significant alignment in emphasizing the role of CRM systems in enhancing business performance. In the retail sector, the use of CRM has been shown to improve customer loyalty, service quality, and organizational performance. Acheampong et al. (2023) highlight CRM's role in sustainable marketing performance, particularly in the digital economy, underscoring the importance of customer engagement in digital settings. Similarly, Nuseir and Refae (2022) focus on the mediating role of CRM in leveraging digital marketing capabilities to enhance business performance. Likewise, Rahayu et al. (2022) highlight CRM's importance in maintaining service quality, directly linking it to improved customer satisfaction, which enhances overall marketing performance. These studies align in demonstrating that CRM systems, whether in retail or banking, act as central drivers of performance by improving customer engagement, retention, and satisfaction.

However, there are contrasting perspectives regarding the scope and context of CRM's impact. Herman et al. (2021) and Al-Weshah et al. (2019) point out that CRM's influence on company performance is especially significant when paired with product innovation and technological advancement. In this sense, CRM's impact is not just about customer retention but also about fostering innovative approaches to service delivery, which may vary by industry. Additionally, while Zhang et al. (2020) connect CRM with big data analytical intelligence, suggesting that data-driven CRM systems significantly enhance performance by enabling personalized marketing strategies, Blum (2020) presents CRM as a broader, more foundational concept, focusing on strategies and tools for maintaining customer relationships rather than technological sophistication. Furthermore, Gopalsamy and Gokulapadmanaban (2021) emphasize CRM's role in customer loyalty, particularly in the banking sector, contrasting with the retail context where CRM may prioritize different aspects of the customer experience. These differences highlight that while CRM is universally recognized as a performance enhancer, its application and impact can vary based on industry specifics and the technology employed.

H6: Customer relationship management has a significant effect on marketing performance



Lead Generation as Mediator

Lead generation plays a crucial role in enhancing business performance by acting as a mediator between marketing efforts and sales outcomes. Bondarenko et al. (2019) highlight its role in converting online engagement into qualified prospects, ultimately improving sales performance. Similarly, Świeczak and Łukowski (2016) emphasize how lead generation connects various marketing channels to drive customer engagement and business growth. Imran (2024) further underscores its function in transforming initial customer interest into long-term sales relationships. Collectively, these studies suggest that lead generation bridges the gap between customer awareness and conversion, strengthening marketing performance in the retail sector.

However, the mediating role of lead generation varies across industries. While it primarily links marketing efforts to customer acquisition in retail, other fields apply it differently. In B2B marketing, automation tools streamline lead qualification and nurture potential clients (Zumstein et al., 2021), while digital channels like LinkedIn optimize engagement (Saeidi & Hollensen, 2024). For enterprises, modern lead generation in internet marketing strengthens market reach and business potential (Bondarenko et al., 2019). Moreover, conversion design on corporate websites plays a pivotal role in online lead generation (Lehtinen, 2020), and integrating online and offline event strategies refines the marketing funnel (Shi, 2023). These approaches demonstrate how lead generation acts as a key intermediary, transforming audience interest into tangible business opportunities across various contexts.

H7 & H8: Lead generation mediates the relationship between marketing analytics, customer relationship management, and marketing performance.

Customer Relationship Management as Mediator

The existing literature consistently highlights the pivotal role of Customer Relationship Management (CRM) in enhancing business performance across various industries, including retail. Alshurideh (2022) and Rahayu et al. (2022) both emphasize that CRM significantly influences service quality and customer satisfaction, which are crucial in sustaining long-term relationships with customers. Similarly, Gil-Gomez et al. (2020) and Blum (2020) discuss how digital transformation in CRM fosters sustainable business model innovation and enhances marketing strategies, ultimately leading to improved firm performance. In the retail context, CRM acts as a mediating factor between marketing efforts and customer engagement, as it strengthens customer relationships and personalizes service delivery (Foltean et al., 2019). Furthermore, Ibrahim and Rasheed (2024) explore the direct relationship between CRM and business performance, suggesting that its integration with digital tools further amplifies its mediating effect. The mediation effect of CRM is also evident in Gopalsamy and Gokulapadmanaban's (2021) study, where CRM implementation enhances customer loyalty, ultimately influencing business profitability. These studies collectively suggest that CRM not only directly impacts business outcomes but also serves as a mediating variable that enhances marketing strategies and customer retention in the retail industry.

While these studies align in recognizing the importance of CRM, they differ in their emphasis on the specific dimensions of its mediation effect. Alshurideh (2022) and Rahayu et al. (2022) focus on service quality as the primary outcome influenced by CRM, whereas Gil-Gomez et al. (2020) and Blum (2020) highlight CRM's role in digital transformation and business model innovation. Additionally, while Ibrahim and Rasheed (2024) examine CRM's direct link to hotel performance, Foltean et al. (2019) emphasize the synergy between CRM and social media technology, underscoring its indirect mediation effect on firm performance. In contrast, Gopalsamy and Gokulapadmanaban (2021) shift the focus to customer loyalty in the banking sector, suggesting that CRM's mediation effect is industry-specific. These variations indicate that while CRM universally enhances business performance, its mediating role varies depending on the industry and the specific business functions it influences.



H9 & H10: Customer relationship management mediates the relationship between marketing analytics, lead generation, and marketing performance.

III. METHODOLOGY

Research Participants

The target population of this study are retail companies located in Metro Manila, Philippines. Only retail businesses that have been implementing analytics for at least three years were included in the study. Retail companies were identified and communicated through the assistance of the Retail Association of the Philippines.

Stratified sampling is employed by dividing the retail companies into their firm size (amount of assets) and category as shown in Table 1. 316 representatives of 158 retail companies participated in the survey from middle to top management, including executives and analysts responsible for utilizing analytics within their companies. The selection of 158 companies is random based on the list provided by the Retail Association of the Philippines per strata based on Firm Size and Retail category.

This exceeds the minimum sample size of 215, determined through priori statistical power analysis using power = 0.95, effect size = 0.15, and α = 0.05. Statistical power analysis is the appropriate method for calculating the sample size when the goal is hypothesis testing and ensuring reliable results (Jobst et al., 2023).

Table 1 Sample Distribution

Characteristic	Frequency	Relative	Rank
<i>Firm Size*</i>			
Small (P3M to P15M)	57	18%	3
Medium (>P15M to P100M)	139	44%	1
Large (>P100M)	120	38%	2
<i>Retail Category</i>			
Food	199	63%	1
Non-Food	117	37%	2

Note: 158 companies were represented by 316 respondents

*assets size in Millions

Instrumentation and Data Gathering

The survey questionnaire served as the primary data collection instrument for this study. Likert-scale items were designed based on the meaning of the constructs established in previous literature. Each item was answered by the respondents from 1 – Strongly Disagree to 4 – Strongly Agree. Table 1 provides a detailed overview of the constructs and their corresponding measurement items.



Table 2 Likert Scale Items

Constructs	Questionnaire Items / Indicators	Source
Marketing Analytics (Formative)	To what extent has your company implemented marketing analytics in each of the following areas? (Customer Insights, Customer Segmentation, Customer Acquisition, Customer Retention, Pricing, Promotion, Branding and Market Positioning)	Sheth (2021); Vollrath and Villegas (2021); Mandal (2021)
Customer Relationship Management (Reflective)	Our company routinely establishes a dialogue with target customers to understand their needs and preferences. Our company consistently encourages target customers to try our products/services. Our company focuses on meeting customers' long-term needs to ensure repeat business. Our company systematically maintains loyalty among attractive customers through targeted retention efforts. Our company routinely enhance the quality of relationships with attractive customers	Buttle & Maklan (2019); Migdadi (2020); Blum (2020)
Marketing Performance (Formative)	How did your company perform relative to your key competitors? (Market share growth, Growth in sales revenue, Increasing sales to existing customers, Acquiring new customers)	Gunawan & Sulaeman (2020); Khalayleh & Al-Hawary (2022)
Lead Generation (Reflective)	Our company effectively attracts high-quality leads through targeted marketing strategies. Our lead generation efforts consistently produce a sufficient number of potential customers. Our company effectively nurtures leads and converts them into paying customers. Our company regularly tracks and analyzes lead generation performance to improve results.	Celestin & Vanitha (2020); Imran (2024); Bondarenko et al. (2019)

Table 2 shows that the constructs of marketing analytics and marketing performance are measured formatively, while the constructs of customer relationship management and lead generation are measured reflectively. The questionnaire items were created to assess each construct or latent variable outlined in the conceptual framework, utilizing a 4-point Likert scale. Respondents rated their level of agreement with each statement, which determined their responses.

To address common method bias (CMB) and endogeneity concerns, the study applied Harman's Single Factor Test and the Gaussian Copula Test (Baumgartner et al., 2021). The Harman test revealed that the most dominant factor explained 22.9% of the variance, well below the 50% threshold, indicating minimal risk of CMB (Kock et al., 2021). The cumulative variance of all factors reached 72.4%, further reducing single-source bias. Meanwhile, the Gaussian Copula Test confirmed all copula term p-values exceeded 0.05, suggesting no significant endogeneity issues. These findings affirm that the predictor variables are exogenous, ensuring the relationships in the model are not biased by omitted variables or reverse causality. By implementing these statistical controls, the study enhances the reliability of its conclusions.

Statistical Treatment

The Partial Least Squares Structural Equation Modeling (PLS-SEM) approach was selected for this study due to its effectiveness in analyzing complex models that include formative and reflective constructs



(Hair et al., 2022). It is also well-suited for models where constructs may not conform to strict normality assumptions. WarpPLS was used to conduct the PLS-SEM.

For measurement model, this study analyzed both formative and reflective constructs. Marketing Analytics Usage and Marketing Performance are modeled as formative constructs, meaning their indicators define rather than reflect them. To ensure the validity and reliability of these constructs, collinearity diagnostics (Variance Inflation Factor - VIF) was conducted to detect potential redundancy among indicators. Additionally, the significance and relevance of indicator weights were evaluated to confirm that each measure meaningfully contributes to the construct (Hair et al., 2022). On the other hand, Lead Generation and Customer Relationship Management were treated as reflective constructs, requiring tests for internal consistency reliability (Composite Reliability - CR), convergent validity (Average Variance Extracted - AVE), and discriminant validity (Fornell-Larcker Criterion and Heterotrait-Monotrait Ratio - HTMT) to confirm their measurement adequacy.

After the measurement model was established, the structural model was accounted for to analyze the relationships among constructs. This involved assessing path coefficients and their significance using bootstrapping procedures with 1000 resamples. The model's explanatory power was also evaluated using R^2 values, indicating how well the independent variables predict the dependent variables. The effect size was calculated to measure the impact of each predictor, and the predictive relevance (Q^2) using the blindfolding technique of Stone-Geisser's criterion was tested to determine the model's ability to generate reliable predictions (Hair et al., 2022). By integrating these assessments, the study ensures that both the measurement model and structural model meet the necessary validity, reliability, and predictive power criteria, enhancing the credibility of its findings.

Table 3 Convergent Validity and Scale Reliability for Reflective Constructs

Construct	Items	Composite Reliability	Loadings	Ave. Var. Ext.
Customer Relationship Management	1	0.889	0.949	0.647
	2		0.829	
	3		0.75	
	4		0.693	
	5		0.777	
Lead Generation	1	0.779	0.790	0.713
	2		0.821	
	3		0.839	
	4		0.921	

Note: All loadings have a p-value of <0.001

IV. RESULTS AND DISCUSSION

Measurement Model Evaluation

The reliability and convergent validity test results are shown in Table 3. All survey items measuring each construct considerably exceeded the required Cronbach's coefficient value of at least 0.70. This evidence the reliability of each construct.

In establishing convergent validity, the standard is that all loadings and all Average Variance Extracted (AVE) should be ≥ 0.50 . Based on the analysis, the relevant constructs' items exceed these standards. As a result, these items were valid in measuring each construct.



Table 4 Discriminant Validity for Reflective Constructs

Construct Matrix	CRM	LG	HTMT
Customer Relationship Management (CRM)	0.804		0.684
Lead Generation (LG)	0.305	0.844	

Table 4 shows that indicators for CRM and LG possess discriminant validity. The square root of the average variance extracted (bold figures) is 0.804 and 0.844, which are higher than the correlation between constructs, which is 0.305. The HTMT ratio is also lower than 0.85, which supports the notion that the respondents could distinguish between and within indicators of each reflective construct.

Table 5 Weights and Multicollinearity for Formative Constructs

Formative Constructs	Items	Weights	VIF
Marketing Analytics Usage	1	0.309*	1.573
	2	0.354**	1.927
	3	0.479**	1.672
	4	0.375**	1.932
	5	0.425*	1.818
	6	0.388**	1.277
	7	0.473**	1.842
Marketing Performance	1	0.292*	1.592
	2	0.466**	1.634
	3	0.274*	1.704
	4	0.479**	1.216

Note: *p<0.01; **p<0.001

Table 5 exhibits the analysis of formative constructs of marketing analytics usage and marketing performance. All indicator weights are significant, and variance inflation factors (VIF) are less than 5. This supports the idea that formative constructs are measured effectively. Since the measurement model of the constructs is established, the structural model was analyzed as presented in the following tables.

Structural Model Evaluation

Table 6 presents the direct effects, examining the strength and significance of relationships between key constructs in the model. The results infer the acceptance of H1, revealing that Marketing Analytics has the strongest impact when it comes to Lead Generation ($\beta = 0.797$, $SE = 0.056$, $p < 0.001$), supporting the notion that data-driven marketing strategies significantly enhance a firm's ability to attract potential customers. Consequently, Lead Generation strongly largely increases Customer Relationship Management ($\beta = 0.542$, $SE = 0.059$, $p < 0.001$), causing the acceptance of H2. It suggests that businesses that effectively generate leads are better positioned to cultivate lasting customer relationships. Marketing Analytics moderately increases Customer Relationship Management ($\beta = 0.292$, $SE = 0.062$, $p < 0.001$), evidencing the acceptance of H3, which argues that the use of marketing analytics can somehow help in accommodating customers. The results further highlight that Lead Generation contributes positively to Marketing Performance ($\beta = 0.248$, $SE = 0.062$, $p < 0.001$), implying the acceptance of H4, which also means that a well-executed lead generation strategy enhances overall marketing outcomes. Marketing Analytics also has a significant but less effect on Marketing Performance supporting H5 ($\beta = 0.175$, $SE = 0.063$, $p = 0.003$), implying that such a link might be partially dependent on other factors such as Lead Generation and Customer Relationship Management. Customer Relationship Management has the strongest



influence on Marketing Performance ($\beta = 0.476$, SE = 0.060, $p < 0.001$), which means that maintaining good relationships with customers proves to be the best strategy for realizing marketing outcomes. This also evidences the acceptance of H6.

Table 6 Direct Effects Analysis

Path	Estimate	SE	p	Interpretation
Marketing Analytics to Lead Generation	0.797	0.056	<0.001	H1 Accepted
Lead Generation to Customer Relationship Management	0.542	0.059	<0.001	H2 Accepted
Marketing Analytics to Customer Relationship Management	0.292	0.062	<0.001	H3 Accepted
Lead Generation to Marketing Performance	0.248	0.062	<0.001	H4 Accepted
Marketing Analytics to Marketing Performance	0.175	0.063	0.003	H5 Accepted
Customer Relationship to Marketing Performance	0.476	0.060	<0.001	H6 Accepted

Table 7 presents the indirect effects of Marketing Analytics on Customer Relationship Management and Marketing Performance, with Lead Generation as the mediating variable. The results indicate that Marketing Analytics has a significant indirect effect on Customer Relationship Management ($\beta = 0.433$, SE = 0.042, $p < 0.001$), supporting H7. This suggests that while Marketing Analytics directly influences Customer Relationship Management (as shown in Table 5), its effect can be strengthened by Lead Generation. Businesses leveraging data-driven marketing strategies not only enhance customer relationships directly but also do so by improving tactics for identifying and attracting target customers. Marketing Analytics can also positively impact Marketing Performance through Lead Generation ($\beta = 0.206$, SE = 0.036, $p < 0.001$), confirming H8. This implies that Lead Generation plays a critical role in translating data-driven marketing efforts into improved performance outcomes. While Marketing Analytics directly impacts Marketing Performance, its influence is amplified when Lead Generation is a bridge, converting analytical insights into actionable customer acquisition and retention strategies.

Table 7 Indirect Effects through the Mediation of Lead Generation

Path	Estimate	SE	p	Interpretation
Marketing Analytics to Customer Relationship Management	0.433	0.042	<0.001	H7 Accepted
Marketing Analytics to Marketing Performance	0.206	0.036	<0.001	H8 Accepted

Table 8 examines the indirect effects of Marketing Analytics and Lead Generation on Marketing Performance, with Customer Relationship Management (CRM) as the mediating variable. The results show that Marketing Analytics has a significant indirect effect on Marketing Performance through CRM ($\beta = 0.336$, SE = 0.061, $p < 0.001$), confirming H9. This suggests that the enhancement in marketing performance brought about by the use of Marketing Analytics can also be substantially attributed based on maintaining a good CRM. The case of the indirect effect of Lead Generation on Marketing Performance ($\beta = 0.258$, SE = 0.044, $p < 0.001$) underscores the role of CRM as a crucial link between customer acquisition and overall marketing success supporting H10. Although Lead Generation alone contributes to performance, its impact is amplified when businesses effectively manage customer relationships, ensuring long-term engagement and retention. These results highlight that CRM is a key driver of marketing



performance, reinforcing the need for firms to generate leads and invest in maintaining strong customer relationships for sustainable business growth.

Table 8 Indirect Effects through the Mediation of Customer Relationship Management

Path	Estimate	SE	p	Interpretation
Marketing Analytics to Marketing Performance	0.336	0.061	<0.001	H9 Accepted
Lead Generation to Marketing Performance	0.258	0.044	<0.001	H10 Accepted

Table 9 presents the explanatory power (R^2) and predictive relevance (Q^2) of the structural model. Marketing Performance ($R^2 = 0.734$, $Q^2 = 0.732$) has the highest explained variance, indicating that its predictors account for 73.4% of its variability, reflecting strong model fit and predictive relevance. Customer Relationship Management ($R^2 = 0.659$, $Q^2 = 0.651$) and Lead Generation ($R^2 = 0.636$, $Q^2 = 0.629$) also demonstrate high explanatory and predictive power, as both constructs have values well above the 0.50 threshold (Hair et al., 2022). The close alignment between R^2 and Q^2 values across all constructs confirms that the model is both statistically robust and capable of predicting outcomes reliably.

Table 9 Explanatory and Predictive Relevance of Endogenous Constructs

Endogenous Constructs	R ²	Q ²
Lead Generation	0.636	0.629
Customer Relationship Management	0.659	0.651
Marketing Performance	0.734	0.732

V. CONCLUSION

This study examined the role of Marketing Analytics in enhancing lead generation, customer relationship management (CRM), and overall marketing performance in the Philippine retail industry. The findings provide empirical evidence that leveraging data-driven insights enables businesses to attract potential customers more effectively and build stronger customer relationships, ultimately leading to improved marketing performance.

A key insight from this research is that while Marketing Analytics plays a crucial role in identifying and engaging potential customers, its effectiveness is significantly amplified when integrated with well-structured lead generation and CRM strategies. This reinforces the perspective that technology is an enabler rather than a standalone solution, emphasizing the importance of strategic execution in driving business success. The mere collection and analysis of data are insufficient — businesses must actively apply these insights to optimize customer interactions, nurture leads, and sustain long-term relationships.

The results highlight that businesses leveraging Marketing Analytics can effectively attract and manage potential customers, but their ability to convert these prospects into long-term relationships depends on the integration of structured CRM strategies. Lead generation may also serve as a bridge between analytics and CRM, facilitating the transition from data-driven insights to meaningful customer engagement. Similarly, CRM mediates the relationship between lead generation and marketing analytics with marketing performance, reinforcing its role as a key driver of business success.

This study addresses a critical research gap by examining these relationships within the Philippine retail industry, where empirical studies remain limited. As digital transformation reshapes the sector,



understanding the interplay of Marketing Analytics, lead generation, and CRM is crucial for businesses aiming to enhance their marketing outcomes. It underscores the necessity for businesses to strategically invest in marketing analytics, ensuring that their data-driven approaches align with customer engagement initiatives. Organizations that effectively combine analytics with CRM and lead management strategies are more likely to achieve sustained competitive advantages.

Theoretical Implications

This study contributes to the theoretical understanding of Marketing Analytics, Lead Generation, Customer Relationship Management (CRM), and Marketing Performance by integrating these constructs into a mediated framework. The findings reinforce and extend existing theories in marketing and business analytics by demonstrating that the effectiveness of Marketing Analytics is contingent on its integration with customer engagement strategies rather than functioning as a standalone tool.

The study supports the Resource-Based View (RBV) by showing that firms leveraging Marketing Analytics as an intangible asset can improve lead generation and CRM capabilities, which in turn enhance marketing performance. However, the results indicate that while data-driven capabilities provide a competitive edge, they must be complemented by strategic customer engagement initiatives to maximize their impact. This highlights the need for firms to develop dynamic capabilities that enable them to continuously adapt and refine their use of analytics in response to evolving market demands.

Additionally, the findings strengthen Customer Relationship Management (CRM) Theory by establishing CRM as a key mediator between lead generation and marketing performance. While previous studies have emphasized CRM's role in customer retention, this study provides empirical evidence that CRM not only fosters long-term relationships but also amplifies the benefits of analytics-driven lead generation. This reinforces the idea that successful CRM implementation is crucial for translating data-driven insights into tangible business value.

The study also advances the Marketing Analytics literature by highlighting its dual role—as both a direct driver of marketing performance and an enabler of lead generation and CRM. While existing models often treat analytics as a direct performance enhancer, this research suggests that its effectiveness largely depends on how businesses apply it within their lead generation and CRM strategies. The findings support the argument that technological adoption alone is insufficient; businesses must strategically integrate analytics with human-centered marketing efforts to fully realize its benefits.

Furthermore, this study refines our understanding of lead generation as a mediating construct in digital marketing frameworks. It suggests that firms using analytics to enhance lead generation must integrate CRM strategies to ensure that leads are nurtured and converted into long-term customers. This adds depth to existing models, which often overlook the ongoing relationship management required to sustain customer engagement beyond the acquisition stage.

Marketing Analytics Integration Framework

Based on the findings of the study, a Marketing Analytics Integration Framework is proposed that may provide actionable guides for business and management practice, for the retail industry, and marketing education as follows:

Business and Management Practice

There is a need for businesses to establish clear policies, structured activities, and targeted programs that ensure Marketing Analytics is effectively integrated into lead generation and customer relationship management (CRM) strategies. Data governance policies should ensure the efficient use of marketing analytics, including setting clear data collection guidelines and standardized data management protocols.



There should be structured training and capability-building programs for marketing and sales teams. Organizations can introduce certification programs on digital marketing analytics, customer relationship optimization, and AI-driven market forecasting to enhance workforce competencies and ensure that insights from analytics are properly utilized.

However, considering that the benefits of implementing marketing analytics are dependent on lead generation and customer relationship management, policies and programs should be introduced to ensure the integration of these factors. Firms must design customer engagement activities that leverage analytics for personalized interactions. This can include AI-driven loyalty programs, dynamic pricing models based on consumer behavior, and automated customer segmentation tools that allow businesses to offer customized marketing campaigns. Establishing real-time customer feedback mechanisms can also help firms measure the effectiveness of their analytics-driven marketing efforts and make necessary adjustments. Companies should establish data-driven lead generation policies that leverage analytics to attract and qualify high-quality leads. This includes implementing predictive analytics for customer segmentation, AI-powered chatbots for lead nurturing, and machine learning models for demand forecasting. Businesses should also adopt automated lead scoring systems, where analytics can assess potential customers' likelihood of conversion and prioritize high-value leads. Firms must invest in marketing automation platforms that integrate analytics into customer interactions across various digital channels to sustain these efforts. For example, marketing teams can use analytics to generate high-quality leads, sales teams can tailor their outreach based on CRM insights, and customer service teams can enhance post-purchase engagement through personalized recommendations.

To support these initiatives, businesses should develop workforce training programs focused on data-driven sales and relationship management. Marketing and sales teams must be trained to interpret analytics insights for lead qualification, customer profiling, and personalized engagement. Certification programs on CRM analytics, customer lifecycle management, and AI-driven marketing strategies can ensure that employees are equipped with the skills necessary to optimize analytics in practical business settings.

For Retail Industry

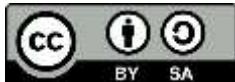
Retailers must leverage predictive analytics for demand forecasting to optimize inventory levels, pricing strategies, and promotional efforts based on consumer buying patterns. Location-based analytics can refine regional marketing strategies, ensuring that stores cater to the preferences and behaviors of specific customer segments. Additionally, integrating CRM with point-of-sale (POS) systems allows businesses to track purchase histories and offer personalized loyalty programs, enhancing repeat sales.

As omnichannel retail continues to reshape consumer shopping behavior, businesses need to unify data from physical stores, e-commerce platforms, and mobile applications to create seamless customer experiences. AI-powered chatbots, dynamic pricing models, and automated restocking systems can improve operational efficiency and customer service. By analyzing real-time data from multiple touchpoints, retailers can develop more effective engagement strategies and optimize lead conversion processes.

Retail companies should realize that integrating analytics into lead generation and CRM strategies can proactively identify high-value customers, predict purchasing trends, and implement targeted marketing campaigns. By adopting a strategic, analytics-driven approach, retailers can strengthen customer relationships, enhance conversion rates, and maintain long-term profitability in an increasingly competitive marketplace.

For Academics

The findings of this study highlight the growing need for data-driven decision-making in modern marketing, emphasizing the importance of integrating Marketing Analytics, Lead Generation, and CRM



into marketing education. Traditional marketing curricula should evolve to include data analysis, AI-driven customer segmentation, and predictive modeling as core competencies. Universities and business schools must incorporate hands-on training with marketing analytics software, enabling students to gain practical experience in using data to drive lead generation and customer engagement strategies. Case studies and simulations focusing on real-world applications of analytics in retail and digital marketing can better prepare students for industry demands.

Additionally, marketing education should emphasize the strategic application of analytics in customer relationship management rather than treating it solely as a technical skill. Courses should explore how businesses translate data insights into personalized marketing campaigns, automated customer interactions, and omnichannel engagement strategies. Collaboration with industry partners through internships, live projects, and certifications in marketing analytics platforms will ensure that graduates are equipped with the analytical and strategic skills required to thrive in a marketing environment that increasingly depends on data-driven decision-making.

Limitations of the Study and Future Research

Despite its contributions, this study has several limitations that should be acknowledged. First, the use of a cross-sectional survey design restricts the ability to draw strong causal inferences among marketing analytics, lead generation, customer relationship management (CRM), and marketing performance. Although PLS-SEM is appropriate for testing complex mediated relationships, the findings reflect associations at a single point in time and do not capture how analytics capabilities and CRM practices evolve as firms gain experience. In addition, the study relies on self-reported data from executives and managers, which may be influenced by perceptual bias or social desirability, despite the statistical controls applied to address common method bias and endogeneity.

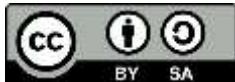
Another limitation concerns the study's contextual and conceptual scope. The focus on retail firms located in Metro Manila may limit the generalizability of the results to other regions, industries, or emerging markets with different levels of digital maturity and analytics adoption. Moreover, marketing analytics and marketing performance were modeled as formative constructs, which, while theoretically justified, may overlook more nuanced distinctions such as specific types of analytics capabilities or short-term versus long-term performance outcomes. Future research may extend this work by using longitudinal designs, incorporating objective performance data, and examining additional organizational factors—such as analytics skills, data governance, or technological readiness—that may further explain how marketing analytics translates into sustained marketing performance.

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