

Social Media as a Catalyst for Customer Engagement: A Position Paper on the Ibadan Electricity Distribution Company (IBEDC)

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Abstract

Social media has transformed modern communication by providing interactive platforms through which organisations and consumers exchange information in real time. In the utility sector, where service updates, billing issues, and customer complaints are frequent, effective communication is critical for sustaining customer trust and satisfaction. This position paper explores how the Ibadan Electricity Distribution Company (IBEDC) can leverage social media platforms such as Facebook, Twitter (X), Instagram, and WhatsApp as catalysts for enhancing customer engagement in Ibadan Metropolis. Drawing on the Diffusion of Innovation Theory, the paper argues that social media facilitates rapid information dissemination, encourages consumer participation, and accelerates the adoption of innovative communication practices. It posits that strategic use of social media can enhance transparency, responsiveness, and interactive communication, thereby strengthening utility–customer relationships. The paper concludes that sustained engagement and timely communication on social media are essential for cultivating trust, improving customer experience, and positioning IBEDC as a customer-centred utility service.

Keywords: Social media; Customer engagement; IBEDC; Utility communication; Diffusion of Innovation Theory; Service responsiveness.

Introduction

Over the past few years, social media has become another lifeline of business–customer interaction and has completely changed the ways through which organisations engage with their audiences. Numerous empirical studies have shown that this evolution has reshaped not only client approaches to marketing strategies but also customer service practices as well as transparency and trust-building efforts (Grover, Kar, & Dwivedi, 2022). Businesses in many industries, including utilities such as electricity distribution, now use these platforms to develop close connections with consumers, seek feedback, and publish information promptly. As a two-way medium of communication, social media can be especially useful to industries that experience ongoing

challenges related to customer satisfaction, including electricity distribution companies. Customer engagement on social media represents a continuum of activities that extend beyond the conventional practices of liking or sharing content; modern interactions now include raising concerns, expressing dissatisfaction, and co-creating value through prolonged digital encounters (de Oliveira Santini et al., 2020). Such online activities provide companies with insights that can be used to make policy changes and improve service delivery (Carlson et al., 2018). Power distribution companies, including the Ibadan Electricity Distribution Company (IBEDC), therefore use social media as a means of sharing information, enhancing relationship building, managing reputation, and maintaining public confidence.

A critical observation of consumer–utility relationships in Nigeria reveals a particularly insightful context. In urban areas, especially Ibadan, social media platforms such as Facebook and Twitter play vital roles in daily interactions between consumers and power suppliers. These online spaces are regularly used to report power outages, log billing irregularities, and demand accountability. Empirical evidence shows that consumers use these channels because they perceive them as less time-consuming and more visible than traditional support channels, thereby increasing their chances of having issues resolved (Opesade, 2022). Whether this leads to improved outcomes, however, depends on the ability of the utility company to track and act on customer feedback. The responsiveness and communication strategies employed by IBEDC are therefore key determinants of the overall success of these interactive engagements.

The literature shows that while social media is an asset, it also presents persistent challenges. According to Hussein and Hassan (2017), effective online interactions with consumers require responsiveness, openness, and consistency; a lack of these qualities may result in disengagement and negative attitudes. Shawky et al. (2020) propose an active paradigm for managing customer interactions that emphasises flexibility and continuous adaptation to changing consumer experiences and online behaviours. In the case of IBEDC, a lack of transparency or slow response times on social media can increase customer dissatisfaction, attract negative attention, and reduce trust. These dynamics highlight the need to evaluate the implications of IBEDC’s social media practices and how they influence consumer engagement in the city of Ibadan.

Although social media has the potential to enhance consumer interest, analysing IBEDC’s use of social media raises several key questions: Does IBEDC’s digital presence genuinely improve customer engagement and experience, or does it simply provide customers with a platform to express complaints without meaningful follow-through? Addressing this issue is essential not only for improving service performance but also for strengthening customer confidence in Nigeria’s electricity sector. This article, therefore, takes a critical approach to examining how IBEDC can use social media to enhance consumer engagement within and beyond the Ibadan metropolitan area. Specifically, it discusses: (i) the role of social media in fostering customer engagement; (ii) the elements of effective social media usage; (iii) the challenges posed by digital platforms for utility service delivery; and (iv) approaches to measuring the effectiveness of social media engagement.

Diffusion of Innovation Theory

The Diffusion of Innovation Theory (DOI) was developed by Everett M. Rogers in 1962 to explain how new ideas, technologies, and practices spread within a social system over time. The theory describes the process through which an innovation is communicated among members of a community or organisation and the factors that influence its adoption. According to Rogers, diffusion is essentially a form of social change, where new ways of thinking or doing things are introduced and gradually accepted by individuals, groups, or societies (Jimenez-Barreto, Loureiro, Rubio, & Romero, 2022). Scholars identified five key elements in the diffusion process: the innovation itself, the communication channels used to spread information about it, time, the social system in which it spreads, and the adopter categories. The innovation refers to any new idea, product, or service perceived as new by users, in this case, IBEDC's use of social media for customer engagement. The communication channels are the means through which information about the innovation is transmitted, such as Facebook, X (Twitter), Instagram, or WhatsApp. The time factor considers how long it takes for individuals to adopt the innovation, while the social system represents the community or population that the innovation seeks to influence. Rogers also categorised adopters of innovation into five groups based on how quickly they embrace change: innovators, early adopters, early majority, late majority, and laggards. Innovators are the first to try new ideas; early adopters are opinion leaders who influence others; the early and late majority represent the bulk of adopters who follow seeing benefits; and laggards are the last group to accept change. These categories help researchers understand the stages and pace at which a new technology or practice becomes accepted by the public.

The theory further identifies five characteristics of an innovation that influence its adoption rate: relative advantage (the degree to which it is better than existing options), compatibility (how consistent it is with users' values and needs), complexity (how easy or difficult it is to understand and use), trialability (the extent to which it can be experimented with), and observability (how visible its benefits are to others). These attributes determine whether people perceive an innovation as worth adopting. In this way, the Diffusion of Innovation Theory provides a broad framework for understanding how and why individuals or groups decide to embrace new technologies or communication platforms.

The Diffusion of Innovation Theory is relevant to this study because it helps explain how customers adopt and use social media platforms introduced by IBEDC for communication and service delivery. IBEDC's use of social media represents an innovation in customer relations within the electricity distribution sector, and customers in Ibadan are at different stages of adopting this innovation, from early adopters who quickly engage with IBEDC online to laggards who still rely on traditional, in-person methods of communication (Li, Song, & Zhou, 2023). The theory also helps to understand the factors influencing customers' acceptance of IBEDC's social media platforms.

The Role of Social Media in Fostering Customer Engagement for Utility Service Delivery

Social media has taken a central stage in enhancing consumer connections in all business institutions. In the case of a utility company like Ibadan Electricity Distribution Company (IBEDC) that deals with a heterogeneous and large pool of clients, a good interaction is a must-have to improve customer experience as well as to create trust and stimulate accountability. Contrary to the natural one-way communication lines, social media enables active conditions where customers

describe issues, receive notifications, and cooperate in creating solutions with the assistance providers. This development emphasises the increasing significance of digital platforms in revolutionising utility services in Nigeria.

A crucial viewpoint is that customer involvement in utilities goes beyond mere communication and includes the influence on consumer behaviour, especially regarding energy use patterns. Lossin (2016) asserts that efficient information systems integrated into social media tactics can assist utilities in shaping consumer choices, including the reduction of peak energy consumption via awareness initiatives. IBEDC can utilise media such as Twitter and Facebook to advocate for energy saving, inform clients about tariff structures, and endorse alternative payment methods. According to an empirical study conducted by Moreno-Muñoz et al. (2016), the convergence of mobile social-media applications and smart-grid infrastructures increases the engagement of consumers because such platforms provide situational real-time information, which makes interaction and collaboration between utilities and customers easier. More than this, the implementation of digital communication *modus operandi* allows the utilities to meet the increasing customer demand for customised and timely creation of service delivery. Based on these observations, Aweh et al. (2020) argue that digital platforms have become essential to modern customer service and allow enterprises to address complaints quickly, send an outage alert, and share payment data. In the case of the IBEDC, a historically troubled electricity distributing company due to rampant cases of power outages and billing issues, the faster pace that is brought by the social-media platforms will certainly help improve the perception of the services provided and reduce customer dissatisfaction. This correlates with Gladstone's (2015) results on the Electricity Company of Ghana, where social media use boosted customer relations by making the utility more approachable and transparent.

Moreover, Service-Dominant (SD) logic and Resource-Based View (RBV) can also provide a theoretical platform for engagement in social media. Hollebeek (2019) argues that social media are engagement platforms where the customers and firms have mutual co-creation of values. In the case of IBEDC, this means the use of social media not just as a customer service tool but also as a mechanism of gaining relational capital and trust. Yogita et al. (2024) further add to this argument by stating that the innovation of service delivery needs to incorporate digital involvement to survive competitively, even in non-competitive sectors, which are perceived to be monopolised, like electricity. Nevertheless, whereas possibilities are plentiful, obstacles must be rigorously recognised. Hahn et al. (2020) note that authorities are progressively requiring utilities to enhance consumer involvement; nevertheless, inadequate infrastructure, digital disparities, and distrust frequently hinder results in emerging regions. Mwiwaki (2016) underscores analogous difficulties in Kenya's energy industry, where an inadequate social media strategy resulted in unmet expectations. For IBEDC, challenges, including erratic power supply and inadequate resolution of consumer complaints, threaten to compromise digital engagement initiatives unless supported by substantial service enhancements. Consequently, social media serves as a transformative instrument that fosters consumer engagement in utility enterprises such as IBEDC. It enables immediate reaction, enhances awareness of energy-saving initiatives, and provides a platform for co-creating problems of trust and responsibility. Nonetheless, online contact cannot substitute for the effective provision of services. To fully realise its potential, IBEDC must integrate social media strategy implementations with tangible operational improvements, therefore converting social media communication into actionable value for consumers.

Elements of Good Social Media Usage

Consistency in Communication

Reliability in the messages communicated is key to building trust and sustaining client engagement on social media, especially regarding service providers like the Ibadan Electricity Distribution Company (IBEDC). Unlike industries that are primarily involved in promoting communication, utility companies operate in an environment where the information has considerable influence on the daily activities of customers, financial planning, and the general well-being. A consistent, accurate, and reliable message is therefore not just a marketing strategy but a basic requirement that enables giving services within the process (Ashley & Tuten, 2015). Creative and stable communication also enhances the level of consumer involvement as it presents reliability. In the case of IBEDC, this will involve the provision of coherent information about billing cycles, outage and maintenance processes to ensure that the clients stay updated. Such conflicting messaging can evoke an opinion of messiness or indifference, whereas coherent communication will make customers feel sure about the transparency and accountability of the company (Ashley & Tuten, 2015).

The disruptions of services that occurred periodically in Nigeria increase the need to have a proper organisation in communication, and inconsistent updates may also reduce the trust between the service providers and customers, and reliable and systematic communication supports transparency within the service-providing organisation (Alazigha & Amanawa, 2024). Using consistency as an element of digital communication, i.e. regular news feeds over their platforms, serves as a preventative measure against client dissatisfaction. Technology-enhanced public services provide data that confirms the importance of constant communication. The systematic use of social media and smartphone platforms contributes significantly to the responsiveness of the services offered (Young, 2022). In the case of IBEDC, uniformity needs to go beyond crises, such as long outages, and instead cover normal operation so that the consumers know what to expect in terms of time and place of update. A brain voice consistency on different channels makes it consistent in terms of content, tone and frequency. Once that is familiar, then client confidence and loyalty increase (Killian & McManus, 2015). Consequently, regular communication transforms social media platforms of IBEDC into reliable, trust-building, builds interaction, responsiveness, and responsibility in service provision.

Responsiveness and Customer Support

The ability to deliver direct and responsive client faulting is one of the major services of social media to service firms. In a company that provides utilities, such as the Ibadan Electricity Distribution Company (IBEDC), complaints, dissatisfaction, and trust levels are common topics of discussion and, fundamentally, responsiveness and customer support through digital channels are effective with the aim of trying to evade complaints, curtail discontentment, and enhance trust (Kania & Salsabila, 2023). The swift and effective management of client complaints enhances brand support and their loyalty. To communicate the value-added messages, IBEDC should quickly acknowledge and address issues about power failures, faults on the meter or erroneous bills. Responsiveness entails supplying answers, instituting schedules, practising sympathy, and giving follow-ups until the issues are addressed, all of which have the capacity to transform negative interactions into positive customer connections (Kania & Salsabila, 2023).

There is an increased requirement for response because of social media. The effectiveness of delivering the services through the digital medium leads to higher customer satisfaction, whereas

the lack of reactivity is noticeable to large cohorts and can aggravate reputational risks (Gunarathne, Rui, & Seidmann, 2018). It should be in time; consumers expect fast responses, and slow reception of customer feedback would be interpreted as negligence or incoherence (Dapko et al., 2021). To a utility provider, small slippages may facilitate heightening of dissatisfaction and outlined response aims and fast-track procedures become a necessity. Besides individual complaints, the responsiveness also affects the confidence of the population. Responsive communication through service delivery builds credibility among citizens in the institutions, which means that all social media practices of the IBEDC are not a mere service delivery but a trust-building process (Zainal et al., 2018). Social media has become a preferred and convenient medium for many consumers as compared to contact centres that tend to be slow and unreachable to many consumers (Diedrich, 2017). Consumer engagement requires responsiveness and customer service on social media to achieve success. In the case of IBEDC, they serve not only as responses to urgent matters, but also as a strategic tool of promoting honesty, responsibility and building a long-lasting customer relationship.

Transparency and Trust-Building

Transparency is needed in establishing a sense of trust amongst businesses and their stakeholders, particularly in service-based industries where consumers rely on constant and reliable provision. As it applies in social media, transparency does not only mean the sheer broadcasting of the information but also implies openness, accountability, and a dedication to acting truthfully with the customers (Medina & Rufn, 2015). Electricity suppliers should consider notifying the population about outages, tariff changes, or other maintenance processes right away, which will reduce dissatisfaction and improve the perception of equity by customers. Clear communication also diminishes the spread of disinformation, which in the absence of official information can run amok (O O Reilly, 2017). Transparency must be combined with accountability and engagement, whereby companies should not only disclose information but clarify the rationale behind actions and be honest to admit to service shortcomings. The fact that IBEDC uses social media to justify the causes of service outages and outline recovery measures could significantly strengthen the credibility of the company (Tseng et al., 2022). From a business perspective, the transparent control of the company's social media reduces confusion and builds consumer loyalty, therefore increasing the likelihood of client loyalty. The development of trust in social media is preconditioned on the transparency that aligns with the standards stipulated in the regulatory framework and the institutional reputation and authenticity that make the openness quite acceptable to the customer and the authority as well (Sun et al., 2018). As such, transparency in the use of social media is not an action once performed but a permanent policy of openness, accountability and consistent communications. When adopted with professional expertise, it lays the foundation of a long-standing trust and enhances the organisation-customer relationship.

Interactive Engagement

Interactive engagement is instrumental to the effective use of social media since it turns communication into a two-way interactive dialogue as opposed to the broadcast way of communication. Companies can offer various ways through which consumers can feel that their views matter, and they are useful in changing the outcome of service delivery. According to Walsh et al. (2021), social media helps existing clients and communities to participate in the quality improvement process in organisation settings; still, to be an effective intervention tool, its potential is bound to the need to overcome such barriers as organisational resistance and the lack of resources. Walsh et al. (2022) focus on the role of co-creation, which is a situation where the

customers work with the providers on the service design formulation, and this precondition helps the customers feel a sense of shared ownership. The students Asiru and Ajayi (2025) show that satisfaction of users with their participation in social media has a positive impact on libraries with respect to perceptions of library service quality, and the responsiveness and continual connectivity of social media are particularly important. Shawky et al. (2019) further develop this idea by defining involvement as a multidimensional construct, which entails different spiritual dimensions, cognitive, emotional, and behavioural. Organisations must go beyond information dissemination to facilitate conversation, establish trust and encourage participation. Finally, the interactive engagement through social media offers more than exposure; it aims at developing meaningful relationships that will increase responsibility and improve service delivery.

Crisis Communication Management

Crisis communication management plays an imperative role in utility companies like that of the Ibadan Electricity Distribution Company (IBEDC) since service failure, technical breakdowns and billing-related tension can easily add fuel to consumer grievances. Crisis management is a vital aspect of social media because it provides timely information, eliminates the crisis instantaneously and is transparent to customers (Austin & Jin, 2016). The Social-Mediated Crisis Communication (SMCC) paradigm focuses on the increasing role of stakeholders in obtaining crisis response information, evaluation, and sharing of experience through social media during times of crisis. The case of IBEDC underscores the importance of being proactive in explaining to people the cause of a blackout and the expected downtime, as well as the corrective measures being taken to contain misinformation and relieve consumer stress (Bratu, 2016).

Crisis communication will require credibility and timeliness. Frequent and accurate notifications on social media platforms such as Twitter, the use of Facebook, and WhatsApp can assure the consumers and demonstrate the awareness of the importance of responsibility, especially in urban areas, such as Ibadan, where the power failures have a significant negative effect on the population and business (Flew et al., 2014). Ahead planning is required. The IBEDC can put in place predetermined social media standards, train the staff to respond to companies quickly regarding communication, and monitor the public feedback to modify communications according to the emergencies (Snoussi, 2020). Such readiness allows the organisation to maintain confidence and demonstrates responsiveness even in unexpected hardships. Effective social media-based crisis management enables IBEDC to inform, guide, and serve the clients quickly, minimise frustrating moments and strengthen the establishment. By adopting speed, transparency and a proactive approach, IBEDC can transform the service disruptions that might amount to reputational risk into a chance to foster and improve customer relations and customer trust.

Challenges of using Digital Platforms for customer engagement and service delivery

Utility enterprises are progressively utilising internet platforms to interact with customers and enhance service delivery. Platforms such as those utilised by the Ibadan Electricity Distribution Company (IBEDC) provide chances for delivering real-time updates, resolving concerns, and facilitating continuous contact. Notwithstanding these advantages, the implementation and management of digital channels for consumer contact pose numerous substantial hurdles that may restrict efficacy and influence public opinion.

Limited Access and Digital Divide

Poor access to digital technologies and the digital divide are key issues affecting customer involvement in the service provision of utilities. A considerable number of customers in most places like Ibadan metropolis do not have stable internet connection, smartphones or computers that limit their access to online platforms, mobile applications, or social media updates (Moreno-Munoz et al., 2016). This rift brings about disparities in service reach or access because digitally connected customers have a chance to receive timely outage alerts, billing notifications, prompt services, and those who are not digitally connected do not have any chance. The digital divide has an impact on customer feedback mechanisms too, as the user with no access may not get involved in the reporting of problems or service enhancement input (Aweh et al., 2020). To organisations such as IBEDC, closing this divide is quite important. The potential strategies may include integrating online and offline channels of communication, spending on convenient platforms, and introducing outreach programs to raise digital literacy and equal access.

Organisational Capacity and Resources

The level of organisations and resources plays an important role in ensuring the degree to which utility companies, such as IBEDC, can maximise the use of digital platforms in engaging customers and delivering services. Online channels management needs staff training, adequate staffing, and attention to workflow integration to enable timely attention to complaints, providing information about disruptions of the service, and anticipating customer service. Among the most common weak areas of many utilities are having understaffed and oversubscribed customer service units, poor or a lack of training with digital tools, or inefficiencies that lead to delays in responding (Lossin, 2016). With insufficient capacity, a highly designed digital platform might not bring the anticipated advantage, resulting in customer disappointment and low confidence. Moreover, constant supervision and maintenance of those platforms takes up money and manpower. LSI members will then have to invest in employee development, create specific teams involved in working with digital engagement, and incorporate such platforms into the organisation of operational processes to achieve the efficient and stable workflow (Aweh et al., 2020).

Resistance to Adoption

One such issue encountered with the use of digital platforms relating to customer engagement and service provision is resistance to adoption. The author claims that such resistance may be the result of the customers and the employees who are reluctant to utilise new technologies because of a lack of experience, digital illiteracy or simply their desire to continue using traditional service fulfilment channels. To the customers, the change of face-to-face or phone communications to online might be seen as a complicated or frightening issue that confines involvement and activity (Gladstone, 2015). Another cause of failure is the employees who do not want to accept the use of digital tools when they are unready, not assisted, or intimidated (Lossin, 2016). The context of utility provider companies, such as IBEDC, may cause the situation of the underuse of the online complaint system, slow feedback, and inefficiency of activities on social media. The best way to be able to solve this issue is through training, awareness campaigns, simple platform design, and constant technical support that will help in gaining confidence and looking to widespread adoption (Aweh et al., 2020).

Cost of Implementation

For utility businesses like IBEDC, implementing digital platforms for consumer interaction and service delivery may be a substantial financial commitment. The creation and upkeep of software programs, website administration, connection with current customer management and billing systems, and cybersecurity expenditures to safeguard private information are among the expenses (Aweh et al., 2020). Operational costs are also increased by teaching employees how to properly handle digital channels and produce content for social media or mobile platforms (Lossin, 2016). Budgetary restrictions may restrict the extent and calibre of digital platform deployment for businesses in developing nations, which may have an impact on customer happiness and service effectiveness. Indirect costs, including system outages during upgrades or technical troubleshooting, can put additional demand on resources in addition to direct costs. Therefore, to guarantee that digital engagement projects are both viable and effective, rigorous budget planning, platform functional priority, and phased deployment techniques are essential.

Measuring the effectiveness of social media engagement

Jiang, Luo, and Kulemeka (2016) add that engagement goes beyond visibility to include the response of the users on the posts, updates, and messages left as comments, likes, shares, and direct questions. Ibedc can appreciate involvement using both quantitative and qualitative measures. Quantitative measures include the number of likes, shares, comments, direct messages, reach, and average response rates. These indicators paint a general image of the level of activity and reaction of businesses in the digital channels. Qualitative measures allow IBEDC to determine whether communication is meaningful and effective at satisfying the needs of customers since they analyse sentiment, relevance, and the content of customer interactions (Trunfio & Rossi, 2021).

It is also necessary to analyse what kind of content causes the most interaction with it. The posts that attract more interactions (surprises concerning outages, bill alerts, energy-saving tips, or safety warnings, etc.) display customer interest and content on which improvement may focus. This insight will enable IBEDC to focus on the content that appeals to the users and respond to the constant concerns within the shortest possible time (Aydin, 2020). Additional monitoring of engagement trends over time allows IBEDC to notice patterns, determine the times when the engagement may increase, and change communication strategies to respond to the current trend. As an example, repeated requests to clarify some billing issues or questions about the service outage may indicate a necessary training for the customer or a better process. Also, it is possible to monitor customer requests and complaints resolution to show how vibrant social media platforms are in facilitating the delivery of services and response (Rozak et al., 2021).

Promoting engagement-to-reach ratios, average response time, complaint resolution rate, and overall customer satisfaction as the key performance indicators will make sure that the use of social media is aimed at quantifiable results. Nonetheless, continuous review and evaluation of these metrics enables IBEDC to improve its operational effectiveness, as well as instil trust in its customers and be accountable in service delivery. Constant measuring and improvement of the social media interaction enables IBEDC to turn the engagement into real-world results that enrich the communication and the customer experience in general (Lemel, 2021).

Conclusion

Social media integration into utility service delivery is now a strategic need for IBEDC, not a choice. These platforms have the power to change how consumers view, engage with, and trust

the business, in addition to providing updates. Real-time service delivery is transformed by effective digital engagement, which transforms routine contacts into chances for responsiveness, transparency, and cooperation. But realising this promise requires overcoming organisational, technical, and legal obstacles. IBEDC can transform the Ibadan electrical service experience by adopting creative, customer-focused social media tactics. This will provide a model of interaction that is not just reactive but also proactive, flexible, and closely linked to its customers.

Way Forward

1. Develop a Cohesive and Strategic Content Plan: IBEDC should create a structured social media content strategy that provides consistent, relevant, and clear information on outages, billing issues, energy conservation tips, and ongoing service improvements. Consistent communication strengthens customer awareness, builds trust, and positions the organisation as reliable and proactive.

2. Enhance Responsiveness and Customer Support: Timely responses to complaints, inquiries, and customer feedback on social media are essential for improving satisfaction. IBEDC should establish dedicated social media management teams, integrate automated response tools, and implement clear escalation procedures to ensure efficient and prompt interactions, thereby boosting trust and loyalty.

3. Promote Transparency to Strengthen Public Trust: Sharing accurate information on service interruptions, repair timelines, and billing processes enhances transparency. IBEDC should provide frequent updates, clarify causes of service disruptions, and follow up on resolved issues to improve credibility and reinforce public confidence.

4. Encourage Interactive Engagement and Customer Input: IBEDC should involve customers more actively by organising polls, Q&A sessions, and feedback surveys. Encouraging customers to participate in co-creation discussions or service improvement initiatives enhances engagement, generates valuable insights, and strengthens the collaborative relationship between the company and its customers.

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