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MARKETING STRATEGY BASED ON CUSTOMER RELATIONSHIP MANAGEMENT (CRM) TO INCREASE CUSTOMER RETENTION

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Abstract

This research aims to systematically examine various Customer Relationship Management (CRM) based marketing strategies that are effective in increasing customer retention. In an era of increasingly tight business competition, retaining old customers has proven to be more efficient than acquiring new customers. Therefore, CRM is a crucial strategic approach in creating and maintaining long-term relationships between companies and customers. This study uses a literature review method of various scientific articles, Scopus and Sinta indexed journals, as well as other relevant publications published in the last ten years. The study results show that CRM strategies which include service personalization, marketing automation, customer feedback management, data-based loyalty programs, and the use of analytics and digital technology have proven effective in increasing customer loyalty and retention. However, the success of implementing this strategy is influenced by a number of supporting factors such as technological readiness, customer-centric organizational culture, human resource competence, and the quality of customer data management. Thus, proper implementation of CRM not only increases customer retention but also provides a sustainable competitive advantage to the company.

Keywords: Marketing Strategy, Customer Relationship Management (CRM), Customer Retention

INTRODUCTION

In the midst of increasingly tight business competition, companies are not only required to attract new customers, but also to retain existing customers. In many cases, retaining existing customers proves to be more effective and efficient than acquiring new customers. Customer retention is an important indicator for long-term business sustainability, because loyal customers tend to make repeat purchases, provide referrals, and contribute to consistent revenue growth (Raghuwanshi & Patel, 2024).

Customer retention is not only related to satisfaction alone, but also reflects the emotional and functional relationship that exists between customers and the company. Customers who feel valued and understood tend

to have a higher commitment to a particular brand or company. Therefore, companies need to develop strategies that are able to strengthen this relationship in a sustainable manner (Suarniki & Daud, 2024).

One approach that is increasingly being used by companies to increase customer retention is Customer Relationship Management (CRM). CRM is an integrated system designed to manage a company's interactions with current and potential customers, with the ultimate goal of creating long-term, mutually beneficial relationships. CRM utilizes customer data to identify needs, preferences and behavior, so that companies can provide more personalized and relevant services (Suarniki & Daud, 2024).

In a marketing context, CRM not only functions as an operational tool, but also as a strategy that can direct companies in designing customer-oriented marketing activities. CRM-based marketing strategies help companies understand customer value, segment markets more precisely, and design communications and offers that suit the characteristics of each customer segment (Rudakova, 2023).

Various previous studies show that effective CRM implementation can increase customer loyalty and extend the customer life cycle within the company. With the right approach, CRM is able to build long-term relationships that result in higher customer retention (Carr, 2024). This certainly provides a competitive advantage for companies in an increasingly competitive and dynamic market.

However, CRM implementation does not always run smoothly. Various factors such as technology readiness, organizational culture, data quality, and human resource skills can influence the effectiveness of a CRM strategy. Therefore, it is important to understand how CRM is implemented in practice and how it directly relates to increasing customer retention (Jusuf, 2023).

Through literature reviews, researchers can identify patterns, trends, and important findings from various previous studies regarding the relationship between CRM and customer retention. This study will provide a strong basis for understanding the extent to which CRM contributes to increasing retention, as well as what strategies have proven successful in various industry contexts (Soni, 2024).

With this background, this research will focus on analyzing literature regarding CRM-based marketing strategies and their impact on customer retention. It is hoped that the results of this research can provide theoretical and practical contributions, especially for academics and business people who want to optimize CRM strategies as a means of increasing customer loyalty.

RESEARCH METHOD

This research uses a systematic literature review method which focuses on scientific articles and relevant academic publications. Data sources consist of national (Sinta) and international indexed journals (Scopus, Web of Science, or others), as well as credible reference books related to the topic of Customer Relationship Management (CRM) and customer retention. The data collected comes from publications within the last 5–10 years to ensure the relevance and up-to-dateness of the information analyzed. This research aims to identify CRM-based marketing strategies that have proven effective in increasing customer retention in various industrial sectors.

Literature inclusion criteria include: (1) topics that directly address CRM, marketing strategy, and/or customer retention; (2) publications in Indonesian or English; (3) published in an accredited or indexed scientific journal; and (4) available in full (full-text). Meanwhile, exclusion criteria include: (1) articles that are opinion in nature or have not gone through a peer-review process; (2) sources that are not relevant to the research focus; and (3) publication outside the specified time range. Data collection techniques were carried out through searching scientific databases such as Google Scholar, Scopus, ProQuest, and ScienceDirect using keywords such as: "Customer Relationship Management", "CRM Strategy", "Customer Retention", and "Marketing Strategy". Data analysis is carried out thematically by grouping findings based on certain themes or patterns, and can be strengthened with a meta-synthesis approach to draw conclusions from the results of the studies analyzed (Earley, M.A. 2014; Snyder, H. 2019).

RESULT AND DISCUSSION

The Most Effective CRM Strategy in Increasing Retention

In the current digital era, Customer Relationship Management (CRM) strategies have developed into approaches that are not only technical, but also strategic in building long-term relationships with customers. One CRM strategy that has proven effective in increasing customer retention is service personalization. By using historical data and customer preferences, companies can provide relevant and customized offers, communications and experiences. Customers tend to be more loyal when they feel understood and appreciated individually (Lee & Zhang, 2022).

The second very important strategy is marketing automation. With CRM technology, companies can set up automated campaigns such as follow-up emails, purchase reminders, and birthday greetings. This automation not

only saves time and effort, but also maintains consistent and relevant communications, thereby building continuous closeness between customers and the company (McKeon & Wikstrom, 2024). This has been proven to maintain customer interest and increase the likelihood of repeat purchases.

Furthermore, systematically managing customer complaints and feedback is also a crucial CRM strategy in increasing retention. CRM systems enable companies to document and respond to customer complaints quickly and effectively. Prompt responses and satisfactory solutions create a positive impression, even in initially negative situations, so that customers feel valued and are more likely to remain loyal (Maroney, 2024).

Loyalty programs based on customer data are also an effective strategy in CRM. These programs allow companies to provide rewards or incentives based on purchase frequency, transaction value, or customer interactions. The use of CRM data helps develop loyalty programs that are more targeted, so that customers feel appreciated and motivated to continue making repeat purchases (BOCARI, 2023).

The next strategy which is no less important is the use of CRM analytics for customer segmentation. By utilizing analytical data, companies can group customers based on certain characteristics such as purchasing behavior, level of profitability, or customer life cycle. This segmentation allows for a more strategic approach in retaining high-value customers as well as designing more effective communications for each segment (Nation, 2024).

Integration between departments in implementing CRM also has a big influence on customer retention. When sales, marketing and customer service teams have access to the same customer data through a CRM system, customer information and handling becomes more consistent and coordinated. Customers do not need to repeat the same information every time they interact, and this increases convenience and positive experiences that contribute to retention (Atif & Salmi, 2022).

The use of artificial intelligence (AI) and machine learning-based technology in CRM is starting to be proven to increase the efficiency and effectiveness of retention strategies. This technology is able to predict customer behavior, identify churn risk, and recommend proactive actions (Derridj et al., 2024). This way, companies can act before customers decide to churn, so retention rates can be significantly improved.

Best Practices and Implementation in Various Industrial Sectors

The implementation of CRM strategies has shown significant results in increasing customer retention in various industrial sectors. In the banking and finance industry, CRM is used to build long-term relationships with customers through a highly personalized approach. Banks utilize transaction data to offer products such as credit cards, loans or savings that suit customer profiles (Purwoko & Belgiawan, 2024). Additionally, they implement loyalty programs and automated alert systems that increase customer convenience and encourage retention.

In the retail sector, especially digital retail and e-commerce, CRM is widely used to manage customer interactions across various channels, including email, social media and apps. Companies such as Amazon and Tokopedia use CRM to segment customers and provide personalized product recommendations (Gyftopoulos et al., 2024). This strategy succeeded in increasing engagement and repeat purchase frequency, which ultimately had a positive impact on customer retention.

The hotel and tourism industry also shows success in implementing CRM. Large hotels use CRM systems to record guest preferences, such as favorite room types, favorite foods, and staying habits. With this information, the services provided can be tailored, creating a more personalized and enjoyable customer experience (Sahoo et al., 2024). As a result, customers are more likely to return to use the hotel's services in the future.

In the telecommunications industry, which is known for its high customer churn rate, CRM plays an important role in predicting and preventing customer loss. Telecommunications companies use usage data, complaints, and customer interactions to identify customers at risk of churning (Das et al., 2024). They then offer promotions or personalized solutions to retain those customers. This is one of the best examples of how CRM can be used proactively to retain customers.

In the education sector, especially universities and training institutions, CRM is used to manage relationships with students from the initial stage (prospect) to alumni. CRM helps institutions monitor student satisfaction, academic needs, and administrative interactions (NIGAM & DAS, 2023). With this approach, institutions can increase student engagement and encourage them to continue their studies or recommend the institution to prospective new students.

The healthcare industry is also starting to adopt CRM to improve patient experience. Hospitals and clinics use CRM systems to manage

schedules, send visit reminders, and store patient medical history (Farrag et al., 2022). This approach helps increase patient confidence and comfort, which has a direct impact on their loyalty to a particular healthcare facility.

From the various examples above, it can be concluded that best practices in CRM implementation include the use of data for personalization of services, automation of communication processes, and integration across organizational functions. Successful implementation depends heavily on the use of technology, HR training, and the organization's commitment to making customers the center of every business strategy. Adapting CRM strategies according to the characteristics of each industry is the main key in achieving optimal customer retention levels.

Differences in the Effectiveness of CRM Strategies Based on Sector, Business Scale, or Geographic Region

The effectiveness of a CRM strategy can vary significantly depending on the industry sector in which it is implemented. For example, banking and telecommunications sectors that have large customer volumes and regular interactions are likely to benefit more directly from CRM implementation, especially in terms of service automation and early detection of potential churn. In contrast, in the B2B manufacturing sector which has a smaller number of customers but high value, CRM is more effective if it is focused on strengthening personal relationships, account management, and in-depth after-sales service (Abrol & Andotra, 2024).

In terms of business scale, large companies generally have more complete resources to implement complex and sophisticated CRM systems, including cloud-based CRM with AI integration and data analytics. This allows them to manage customer data holistically and perform predictive analysis. In contrast, small and medium enterprises (SMEs) tend to face limited funds, experts and technology (Yakovleva, 2022). However, SMEs can remain effective in using CRM if they focus on basic aspects such as recording customer interactions, sending automated follow-ups, and consistent, personalized service.

On the other hand, CRM effectiveness is also influenced by geographic region, especially cultural differences and the level of technology adoption. In developed countries, where consumers are accustomed to digital services and have high expectations of user experience, CRM must be more technology-based, real-time and integrated across platforms (Yakovleva, 2022). Meanwhile, in developing regions, CRM effectiveness often depends on

interpersonal relationships, trust, and direct communication, so more traditional and personal relationship-based strategies are often more successful.

In the context of urban and rural areas, CRM strategies also show variations. In urban areas, customers are more exposed to a variety of brands and information, so CRM needs to focus on value differentiation, speed of service and digital experience. Meanwhile, in rural areas, social closeness and long-term relationships are the main determinants of customer loyalty, so CRM that prioritizes personal communication and trust tends to be more effective (Knezović & Jamak, 2023).

The digital literacy level of society also greatly influences the success of a CRM strategy. In areas with high digital literacy, the use of application-based CRM, chatbots and email marketing is easier for customers to accept and respond to. However, in regions with limited access to technology, companies need to adopt simpler and more accessible CRM approaches, such as SMS or direct telephone services, to remain effective in retaining customers (Krunic, 2022).

Apart from that, market competition conditions in a region also determine the urgency and form of CRM strategy used. In highly competitive markets, CRM strategies tend to be aggressive with intensive personalization and retargeting offers. Meanwhile, in markets with low competition or high brand loyalty, CRM strategies can focus more on gradually increasing customer value through education, loyalty programs and relational approaches (Biletskiy et al., 2022).

Thus, it can be concluded that there is no CRM approach that is truly uniform for all contexts. The effectiveness of a CRM strategy is greatly influenced by factors such as industry sector, business scale, and geographic and cultural characteristics of the market. Therefore, companies need to adjust CRM design and implementation based on the specific conditions they face so that customer retention strategies can run optimally.

Supporting and Inhibiting Factors

The success of implementing a Customer Relationship Management (CRM) strategy is greatly influenced by a number of internal and external company factors. One of the main supporting factors is the availability of appropriate and up-to-date technology. Modern cloud-based CRM systems, supported by artificial intelligence (AI), data analytics, and omnichannel integration can increase the efficiency of collecting, processing, and utilizing

customer data (Whitelaw & Fovet, 2023). This technology enables personalization of services, automation of marketing processes, as well as real-time monitoring of customer behavior, all of which contribute to increased customer retention.

However, challenges often arise when companies do not have adequate technological infrastructure or are unable to keep up with the latest technological developments. Budget limitations and dependence on manual systems are the main obstacles for many small and medium enterprises (SMEs) in implementing CRM optimally (Matosas-López, 2024). In addition, errors in selecting a CRM platform or vendor can also lead to poor integration, hampering operational efficiency.

Organizational culture also plays an important role in supporting or hindering CRM success. Companies with a culture that is customer-centric, collaborative, and adaptive to digital change tend to be better prepared to adopt CRM as a core strategy. In an organization like this, each division understands the importance of customer data and actively contributes to managing customer relationships holistically. On the other hand, in organizations that are still siloed, less flexible, or not open to innovation, CRM strategies tend to fail because they do not receive full structural support (Fadhilah & Abdurrahman, 2024).

The competency factor of human resources (HR) is also very determining. CRM implementation requires workers who have technological understanding, data analysis skills, as well as communication and customer relations skills. If employees are not provided with adequate training or are not given an understanding of the importance of CRM, then the system that has been adopted has the potential to not be utilized optimally (Williams, 2023). On the other hand, competent and proactive HR can be a catalyst in implementing a successful CRM strategy.

Other problems often arise in managing customer data. Data is at the heart of CRM strategy, and data quality greatly influences the effectiveness of decision making. Data that is inaccurate, incomplete, or not integrated will produce misleading insights and strategies that are not on target (Narasimhalu et al., 2023). Therefore, companies need to ensure that the process of input, updating and protecting customer data is carried out consistently and in a standardized manner.

Apart from that, compliance with personal data protection regulations is also an inhibiting factor as well as a new challenge in implementing CRM, especially in the digital era. Companies must be careful in collecting and using

customer data so as not to violate applicable laws, such as GDPR in Europe or the PDP Law in Indonesia. Non-compliance with these regulations not only has legal consequences, but can also damage customer trust in the company (Kan et al., 2023).

Overall, the effectiveness of a CRM strategy in increasing customer retention depends not only on the system used, but also on the organization's overall readiness. The combination of the right technology, a supportive organizational culture, competent human resources, and good data management are the determining factors for the success of CRM. On the other hand, weaknesses in one of these aspects can be a serious obstacle that thwarts the achievement of customer retention goals.

CONCLUSION

Based on the results of the literature review, it can be concluded that an effective Customer Relationship Management (CRM) strategy in increasing customer retention includes several key elements, including: service personalization, communication automation, customer feedback management, data-based loyalty programs, and appropriate market segmentation. These strategies become stronger when supported by strong technology integration, cross-departmental involvement, and the use of analytics to understand customer behavior in depth. In various industrial sectors, implementing CRM that is tailored to customer characteristics and business models has been proven to be able to strengthen loyalty and encourage repeat purchases.

A review of various studies shows a consistent relationship between strategic CRM implementation and increased customer retention. CRM not only acts as an information management tool, but also as a strategic approach that focuses on customer needs and experiences. When companies are able to utilize CRM as a whole, from technology to organizational culture, long-term relationships with customers can be well maintained, which ultimately has an impact on increasing profitability and overall business competitiveness.

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