THE EFFECT OF CUSTOMER RELATIONSHIP MARKETING IN CUSTOMER RETENTION AND CUSTOMER ACQUISITION

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Abstract

Without a good marketing team and strategy, any company is bound to fail. To remain competitive and profitable in the market, companies should attract and maintain successful customers. For client relationship marketing, this is definitely finished. Marketing for partnerships is a business philosophy, a strategic orientation that focuses on maintaining and developing existing customers instead of gaining new customers. The goal of this research is to examine the role of marketing customer relationships in customer acquisition and retention of customers.

The research is based on a survey. For this research, the study sample was taken by cosmetics customers. Data studies have been performed using frequencies, means and standard deviations. Furthermore, bivariate correlations and multiple regressions are used with inferential statistics. The findings of this study show that consumer marketing relationships are significant and strongly associated with the acquisition and retention of customers. Furthermore, the study shows that trust, commitment, communication and conflict handling have an important effect on the customer's retention and customer's acquisition. The practical implications of this study are that organizations should build a better customer retention marketing plan.

Keywords: *Customer Relationship Marketing, CRM, Customer Retention, Customer Acquisition*

1. Introduction

In modern marketing, customers are important and the aim of every organization is to acquire, retain and expand customers. Also "the aim of every organization is simply to acquire, retain and expand customers until it has removed all activities that keep everyone occupied every day". The company will not be living if it does not has customers (Peppers and Roggers, 2004).

Relationship marketing is a plan in order to increase or grow a certain business without gaining new customers. This modern marketing philosophy was first seen in marketing literature published in 1983 (Mudie et al, 2006). As a result of intensified rivalry, companies used relationship marketing as a strategy that attracts, retains and enhances customer relationships and develops loyalty and retention (Lodge and Wood, 2008). Xu and Walton (2005) argue that marketing companies are in a position to retain current clients, boost consumer loyalty, save money and enhance customer life.

There are varied and diverse research studies which have brought to light a sense of trust, cooperation, conflict management and various studies that have raised the appreciation as the building stones of relationship marketing. Juanamasta et al describes marketing as a method of marketing which is used to establish and maintain enduring ties with consumers, suppliers and all those working in the market. This is a marketing form that is focused on consumers rather than individual customers in terms of customer retention and satisfaction (Juanamasta et al, 2019).

A company should focus on their customers to retain its customer base. Therefore, this research demonstrates that firms have overlooked a clear connection between CRM dimensions and customer retention and customer acquisition. This study provides research for other studies regarding marketing of other cosmetics in Turkey. The study examined cosmetic CRM practices and its impact on customer retention and customer acquisition in retail clients. This study offers invaluable information about establishment of effective CRM strategy. The research offers

the Turkish cosmetic industry another chance to re-examine and improve their targeting and advertising techniques. It enables consumers a chance to look at themselves as an equal partner.

2. Conceptual framework
2.1. Customer Relationship Management (CRM)
To understand the importance of customer relationship management requires a firm grasp of the core of the matter. Relationship marketing (RM) has become part of marketing lexicon. (Mulindwa 2005). Many different authors have defined customer relationship in different ways. On the text, key words used throughout include maintain, develop, enhance, build and manage. Kotler describes Relationship Marketing as the process of building relationship and value with customers and other stakeholders in an organisation (Gui, Zhang and Feng, 2009).

The focus is to develop the whole customer life-cycle to expand the customers beyond its life-time (Woodward, and Anderson, 2009, 2-10). It is said that increasing customer retention rates have a positive effect on customer churn rates. This in turn has increased profits within your organization (Mulindwa 2005). Some studies have concluded that by increasing customer retention rate by 5 percent, a business has a potential to increase its profits by 25 percent-95 percent (Payne, 2012). These companies are acting in the best interests of the consumers when they use direct marketing as a strategy in order to get repeat customers that will be profitable for the company. In order to have profitable relationship with customers, the company should advocate the brand to others as well.

2.2. The Concept of Customer Retention
Customer retention has usually been defined in the Ginn et al. definition of "the continuation of an affiliation between the customer and the company" as an opportunity of a company to receive a repurchase of the current clients (Ginn et al. 2010: 115). The bucket hypothesis can be taken that the missing customers are the result of issues in the management of customer relations that directly influence retention.

Jobber and Fahy (2004) reported that marketing for acquisitions was six times more expensive than marketing for retention. Hwang et al. (2004) indicates that retention is a successful technique because of the understanding of its clients by the company and the ability to customize market targeting.

2.3. The Concept of Customer Acquisition
"Acquiring correct customers is a first step in Customer Relationship Management. It can be used to identify potential profitable, loyal new customers." (Sharp 2003). Depending on a particular circumstance of an organization the position and relative value of the client acquisition varies considerably. For example, a new market entrant will concentrate more on attracting customers and an existing business will focus more on maintaining its customers. In new product releases and with new company startups, customer acquisition is often the most important target. Customer acquisition is also as important as customer retention for small businesses with aspirations to expand. By acquiring another customer, one customer will double the customer base. In comparison, the loss may be a bankruptcy of the single client. Customer buyback is also often important in order to compensate for natural attrition (Ang, and Buttle, 2006). It remains that it is much more costly to replace a lost customer than to retain the old customers.

3. Hypothesis Development
In this study, trust, commitment, communication and conflict management have been taken as CRM subdimensions. On CRM processes, all parties are properly focused on developing and rewarding the relationship and thus begin to commit themselves to making it succeed (Al-Abdi and Kang 2010). Clients are more likely to buy back from a brand that they deem to be trustworthy, and that loyalty is a core component of long-term partnerships (Schoenbachler, and Gordon, 2002). In the marketing of transactions, sales and communication are critical elements. Good communication has a significant effect on client retention, engagement and confidence. (Ryals and Knox, 2001). Conflict management reflects the desire of the provider to stay away from future disputes, solve apparent issues until they cause problems, and the capacity to talk openly, clarify problems (Silverthorne, 2005).

3.1. Trust and Customer Retention and Acquisition

Literature represents trust as a result of consumer experiences with a specific brand and their interpretation of these interactions. Trust is important that consumers are motivated to repeat their business to build their trust and help create loyalty progressively over time (Paliwoda, et al., 2009). As one of the most significant activities impacting consumer loyalty, trust has been highly stressed. Research in the banking sector in Ghana has shown that the confidence relationship in customer loyalty is negative and insignificant because it has a sound regulatory structure in Ghana (Mhidze, and Njuguna, 2018). Thus, we hypothesize the following:

H1: Trust has an effect on customer retention
H2: Trust has an effect on customer acquisition

3.2. Commitment and Customer Retention and Acquisition

Consumer commitment has a number of components in dynamic relationships. Hsu, Liu and Lee (2010) suggest, for example, that consumers' satisfaction directly affects the formation of loyalty through 17 responses, confidence, group identification and buying behavior (Hsu, Liu, and Lee, 2010). Interestingly, Palmatier, Jarvis, Bechkoff and Kardes (2009) find that recognition is important as a factor in building relationships in their work on factors that promote confidence and commitment. (Palmatier et al., 2009). Thus, we hypothesize the following:

H3: Commitment has an effect on customer retention
H4: Commitment has an effect on customer acquisition

3.3. Communication and Customer Retention and Acquisition

So, King, Sparks, and Wang (2016) stress the importance of consumer participation in their discussion of customer communication by finding that it accentuates customer understanding of the brand, confidence and loyalty. Communication is seen as one of the most critical aspects of the growth of ties through relationship marketing, which has a tremendous effect on customer success and loyalty (Schivinski and Dabrowski 2016). Thus, we hypothesize the following:

H5: Communication has an effect on customer retention
H6: Communication has an effect on customer acquisition

3.4. Conflict handling and Customer Retention and Acquisition

Prasad and Aryasri (2008) note that successful conflict management is an essential factor in building customer loyalty. Conflict in customer relations is viewed as unavoidable (Prasad and Aryasri, 2008). In addition, some studies stress that conflict management is, as in most studies, the first major contributor to consumer loyalty, rather than trust (Mugito, 2016). Conflict management directly influences whether a customer maintains a relationship with the company (Malhotra, Agarwal and Ndubisi, 2010). Thus, we hypothesize the following:

H7: Conflict handling has an effect on customer retention
H8: Conflict handling has an effect on customer acquisition

4. Research Methodology

The purpose of this research is to define the effect on the retention and purchase of customers in the cosmetics industry of customer relationship marketing. The research question is how customer relationship marketing dimensions does affects customer retention and acquisition?
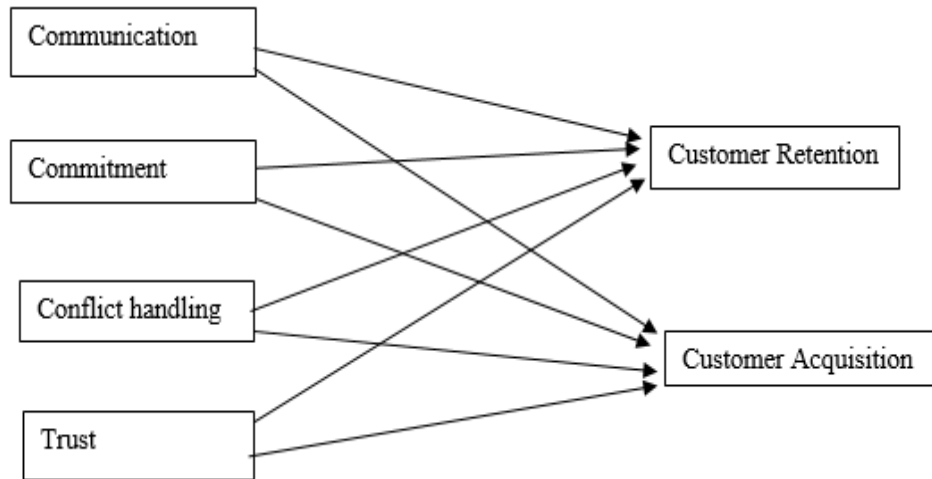The research model connecting all the hypotheses is displayed in Fig. 1.

Fig. 1. Research Model

4.1. Procedure and Sampling

In the cosmetics industry of Turkey, this analysis was carried out. This was mainly because, compared to other industry in other parts of the world, information needed for the study was very open to the cosmetics industry in Turkey. The collection of respondents from the employees of the firm, who work in the customer service department, the industry manager and the company customers were performed with the purposeful sampling technique. A purposeful sampling technique also known as a judgment sample is an unlikely sample which allows the researcher, on the basis of his/her characteristics and goal, to select a sample from the population.

A 199-person sample size was intentionally chosen. The reason for choosing the approach is primarily because of the researcher's interest and time-limit, because this analysis is time-limited. The research considered the proportion of all cosmetic industry customers and workers working in the case study for the determination of the sampling system.

4.2. Measurement of Constructs

For measurement of customer relationship marketing we used four dimension (communication, commitment, trust and conflict handling) and we used for trust (Churchill and Surprenant, 1982), for the communication, conflict handling and as source of measurement (Morgan and Hunt, 1994) This measurement scale consist on 10 items. For measurement of customer retention Gyasi, (2012) as source of measurement. This measurement scale consist on 9 items. For measurement of customer acquisition we used Alhawari, (2012) as source of measurement. This measurement scale consist on 8 items. A five point likert scale is used (1=Strongly Disagree to 5= Strongly Agree).

4.3. Tools for Data Collection

The questionnaires were automatically sent by the researcher to the respondents. Data were mainly collected by the use of the questionnaire to collect data in the cosmetic industry to determine customer relations and customer retention. Closed ended questions were presented.

In order to ensure the clarity and accuracy of the questionnaire, a pilot study with four experts has been performed, two managers and two consumers in the cosmetic industry. The pre-test indicated that the interviewees did not understand any of the questions correctly. Some questions were too long and tumultuous, the respondents also revealed. This resulted in the rewording of some of the questions to be correct and evident.

4.4. Data Analysis and Results

For the analysis of this study, we used SPSS 23 and AMOS 21 version. In statistics, descriptive, correlation statistics, confirmatory factor analysis and regression analysis for model 1 and model 2.

Participants

Of the 199 participants, 61.8% (n=123) are female and 38.2% (n=76) are male. It is found at participants that 27.1% (n=54) of the respondents were from 18-25; 42.7% (n=85) were from 26-35; 19% (n=38) were from 36-45 years; and 11% (n=22) were from 46-55 years. The participant statistics illustrate that there were 7.5% (n=15) graduates, 41.7% (n=83) masters, 42.2% (n=84) M.Phil. Participants and 8.5% (n=17) PHD trained participants. The participant statistics illustrate that there were 24% (n=48) marketing analyst, 38% (n=76) marketing managers, 20% (n=40) marketing consultants, 7.5% (n=15) marketing managers, 4.5% (n=9) public officer, 5.5% (n=11) finance managers.

4.5. CFA, Validity and Reliability Analysis

Validity and reliability analysis related with the measurement model are demonstrated in Table 1. To calculate the convergent validity of the items of the variables, factor loading, average variance extract, and finally the composite reliability (CR) were assessed. Factor loading was calculated to find out the confirmatory factor analysis (CFA) to estimate the measurement model of the study. CFA technique was used to refine the variables' items that were used in the questionnaire to access the validity of the constructs. According to (Hair, Ringle, and Sarstedt, 2011), the validity of the items is convergent when the factor loadings of the items are at least 0.50. A confirmatory factor measurement indices is conducted to assess the validity of the scale. The findings for customer relationship marketing (X2= 231 d.f. = 186, X2/d.f. = 1.241, GFI= 0.89, CFI= 0.78, RMSEA= 0.04, RMR = 0.0.2) as found in the study of (Reimann, Schilke, & Thomas, 2010). For customer retention (X2= 279.23 d.f. = 176, X2/d.f. = 1.558, GFI= 0.76, CFI= 0.88, RMSEA= 0.03, RMR = 0.04) (Fečiková, 2004). While for the customer acquisition (X2= 261.23 d.f. = 168, X2/d.f. = 1.553, GFI= 0.89, CFI= 0.79, RMSEA= 0.06, RMR = 0.03) suggested that the validity level of the scale is appropriate (Arnold, Fang, & Palmatier, 2011).

In the current research, communication factor's loading was within the range of 0.649 to 0.654 Moreover, the commitment factor's loading was within the range of 0.826 to 0.705. Meanwhile, the range of the factor loading for the conflict handling was 0.768 to 0. 876. Trust factor's loading was within the range of 0.835 to 0.903. Moreover, the customer retention factor's loading was within the range of 0.678 to 0.786. Meanwhile, the range of the factor loading for the customer acquisition was 0.913 to 0.675. Hence, the requirement of the factor loading met the variables' items. AVE values of the communication, commitment, conflict handling, trust, consumer retention and customer acquisition were 0.563, 0.765, 0.678, 0.976, 0.855 and 0.986; respectively. Hence, all the values of AVE of the variables met the criteria, since the values were greater than 0.50. The composite reliability of the communication, commitment, conflict handling, trust, consumer retention and customer acquisition were 0.928, 0.924, 0.863, 0.765, 0.786 and 0.876; respectively. Hence, all the values of CR met the requirement, and all the values were greater than 0.80 (Bacon, Sauer, & Young, 1995).

Table 1. CFA, Validity and Reliability Analysis Results

Variable Name	Items	(CR)	Loadings	(AVE)	Cronbach Alpha
Communication	Com1	0.928	0.649	0.563	0.89
	Com2		0.654		
Commitment	Comm1	0.924	0.826	0.765	0.088
	Comm2		0.705		
Conflict handling	CH1	0.863	0.768	0.678	0.87
	CH2		0.755		
	CH3		0.876		
Trust	T1	0.765	0.835	0.976	0.876
	T2		0.856		
	T3		0.903		

Customer retention	CR-1	0.786	0.678	0.855	0.897
	CR-2		0.785		
	CR-3		0.876		
	CR-4		0.867		
	CR-5		0.785		
	CR-6		0.976		
	CR-7		0.878		
	CR-8		0.768		
	CR-9		0.786		
Customer Acquisition	CA-1	0.876	0.913	0.986	0.789
	CA-2		0.786		
	CA-3		0.834		
	CA-4		0.765		
	CA-5		0.987		
	CA-6		0.876		
	CA-7		0.675		
	CA-8		0.675		

4.6. Correlation Analysis

The correlation coefficients between variables are shown in Table 2. The relationship between two and more variables is technically a measure of the relationship. Correlations can range from -1.00 to +1.00. The value of –1.00 is totally negative, and the value of +1.00 is totally positive (Altmann, Cristadoro, & Degli Esposti, 2012). As shown that the highest relationship was between customer retention and trust dimension (r=0.822**). On the other hand the highest relationship was between customer acquisition and communication (r=0.675**).

Table 2. Pearson Correlation and Decision Results

	Relationship	Pearson Correlation	Decision
1	Customer Acquisition* Customer Retention	.787**	Strong
2	Communication*Customer Retention	.524**	Week
3	Commitment* Customer Retention	.821**	Strong
4	Conflict handling* Customer Retention	.670**	Medium
5	Trust* Customer Retention	.822**	Strong
6	Communication* Customer Acquisition	.675**	Medium
7	Commitment* Customer Acquisition	.631**	Medium
8	Conflict handling* Customer Acquisition	.583**	Week

9	Trust* Customer Acquisition	.657**	Medium

4.7. Regression Analysis

In order to ensure that the data can be analyzed by multiple regressions, part of the process must first be used before multiple regressions. We used multiple regressions with below four assumptions.

The best fit line revealed a parametric assumption where variances remained the same to those on the best fit line. Multicollinearity is not allowed where items are separated. This problem arises because it's difficult to interpret the independent variable and a regression model is not easy to estimate. The coefficient of variation for the dependent variable. Therefore, the data did not show multi-collinearity via a correlation coefficient inspection and VIF/tolerance values. There are no major outlier, high leverage or influential point. Nevertheless, this describes an odd trend in the data set. In this case, a regression analysis is done. Finally, the remaining errors are verified. This improved model corresponded to normality. For the verification of the declaration, histogram and standard P-P plot are used (Poole, & O'Farrell, 1971; Osborne, & Waters, 2002; Williams, Grajales, & Kurkiewicz, 2013).

In a separate phased study of customer retention (y) the marketing variables for customer relations were performed (x). 0.10 was used to measure the strength of the association between independent and dependent variables. To test the hypotheses, the relationship between consumer retention and customer relationship marketing variables has been tested by a multiple regression analysis. The results in the regression analysis below the table decide how the regression model is advantageous and suited. Table 3 show the final finding of this study:

4.7.1. Regression Analysis for Model 1

Table 3. Model 1 Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.949[a]	.901	.899	.25521	1.627

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	115.106	4	28.777	441.821	.000[b]
	Residual	12.636	194	.065		
	Total	127.742	198			
a. Dependent Variable: Customer Retention						
b. Predictors: (Constant), Trust, Conflict handling, Communication, Commitment						

Table 3 displays the model description explaining the marketing considerations for customer relations in conjunction with customer retention. A multiple correlation coefficient can be used as the customer retention prediction norm (R). In the study sample the value indicates a high degree of prediction (R=0.949). The resolution coefficient (R2) (DV) also displays the variance ratio (IV). According to Anova's (F) table, the value of (R2 = 0.901) indicates that the marketing factors of customer relations (communication, engagement, conflict management and trust) reflect the percentage of variance in customer retention. The model for many regressions is considered satisfactory.

The following table shows Durbin Watson's statistical data (DW). This is an autocorrelation test in the residues per linear regression analysis. Durbin-figures Watson's usually differ between 0 and 4 (Hill, & Flack, 1987). A 2.0 value does not imply autocorrelation in your study. A positive autocorrelation is seen between values between 0 and less than 2 and a negative autocorrelation between values between 2 and 4. The table reveals a positive autonomy of 1.627. The ANOVA model test says about the overall health of the model.

Table 4. Model 1 Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.486	.063		7.669	.000
	Communication	-.015	.026	-.017	-.578	.054
	Commitment	.327	.024	.450	13.77	.000
	ConflictHandling	.470	.017	.689	27.84	.000
	Trust	.061	.031	.070	1.967	.051

p=0,10

The findings of the CRM model discussed by the customer retention are illustrated in Table 4. All variables have a positive and substantive relationship in this regard. It confirmed that the impact of consumer trust, conflict handling, communication, commitment on customer retention. All hypothesis were accepted.

In order to evaluate the hypotheses, the consumer acquisition relationship with the customer relationship marketing variables was analyzed using several reversal analysis. The results in the regression analysis below the Table 5 decide how the regression model is advantageous and suited.

4.7.2. Regression Analysis for Model 2

Table 5. Model 2 Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.827[a]	.683	.677	.40407	1.936

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	68.306	4	17.077	104.592	.000[b]
	Residual	31.674	194	.163		
	Total	99.981	198			
a. Dependent Variable: Customer Acquisition						
b. Predictors: (Constant), Trust, Conflict handling, Communication, Commitment						

The model description explaining the marketing variables of customer relation according to customer acquisition is shown in Table 5. By multiple correlation coefficients, the customer acquisition norm can be determined (R). The research sample indicates a high degree of prediction (R=0.827). The resolution coefficient (R2) (DV) also displays the variance ratio (IV). The value of (R1= 0.683) indicates, as per the Anova (F) Table, that the percentage of consumer acquisition variance is accounted for through the marketing relationship factors (communication, engagement, conflict management and confidence. The model for many regressions is considered satisfactory. The ANOVA test says about the overall health of the model.

Table 6. Model 2 Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.624	.100		6.220	.000
	Communication	.236	.041	.302	5.718	.000
	Commitment	.170	.038	.264	4.513	.000
	Conflicthandling	.204	.027	.338	7.641	.000
	Trust	.137	.049	.176	2.772	.006

p=0,10

The results of the model in which the consumer acquisition is tackled are illustrated in Table 6. All variables have a positive and substantive relationship in this regard. It confirmed that the impact of consumer trust, conflict handling, communication, commitment on customer acquisition. All hypothesis were accepted.

5. Discussion and Conclusion

In order to determine which marketing strategies have contributed to the cosmetic industry's continued growth and retention of its consumers, past and present, even in times of difficult business, this article analyzed how different marketing strategies used by the industry have impacted consumers' perceptions of viability in it. To this end, this study has analyzed consumer relationships which have affected the acquisition and retention of customers in the use and purchase of cosmetic products, as well as marketing practices that have facilitated the contact between cosmetic brand and its customers. The findings show that businesses are greatly affected by their customers and build a more efficient business by working with their customers on specific products and services. Companies should establish the advantages over other companies that will protect the interests of customers. Healthy customer communication makes sure customers engage in a conversation about their problems right away. Companies should assist in the creation of goods and services that meet customers' needs, allowing the customers to provide input on the selection of those products and services. Companies must have a service turn-around program that aligns to the customer collective; in order for the company to do so, it must develop a turn-around program that mirrors the corporate marketing strategies and business areas.

The increase in satisfaction would encourage the customer to come back to buy more products from the business, raising its profits and encouraging the organization to keep working on new products. This adds another loyal customer for the corporation. In order to ensure its competitiveness in the Turkish cosmetics market, the management of any cosmetics manufacturing plant is required, not only to take the findings of this study into consideration, but also to act within the set scope of the study and identify its customers' needs in delivery of quality services by gaining an understanding of this consumer loyalty.

This study reported that calculating the "underpinnings" of RM is capable at least in the Turkish cosmetic sector of predicting customer trust. Academics and professionals who pursue customer service should also concentrate on trust, commitment, communication and conflict handling issues. Conclusions suggest that different actions involve different commitments. This proposes tailor-made marketing campaigns.

Our findings show that, in order to maximise customer engagement, cosmetic marketers must ensure that consumers are safe and secure, have minimal risk and are pleased with relationships. The social characteristics of corporate relations not only strengthen relationships, but also increase company engagement (Goodwin & Gremler, 1996).

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