

Customer Relationship Management, Service Delivery and Responsiveness: A Supply chain Perspective for Customer's Retention

Baharuddin^{*1}, Syamsu Kamaruddin^{#2}, Harifuddin Halim^{#3}

¹Faculty of Economy, Universitas Kristen Indonesia Makassar, Indonesia

²Faculty of Education Science, Universitas Negeri Makassar, Indonesia

³Faculty of Social and Political Science, Universitas Bosowa Makassar, Indonesia

^{*}Corresponding AuthorEmail: athena_lord73@yahoo.com

Abstract- This study aims to analyze the supply chain perspective in terms of customer relationship management, delivery of services, and responsiveness with their impact on customer's retention. For the analysis purpose, this study has collected primary data through questionnaire approach from a sample of 341 customers. Both descriptive and regression techniques are applied, and findings are presented with some significant discussion. It is observed that customer's retention is positively influenced by the customer relationship management factors like passionate and friendly behavior of sales personnel, their courtesy and offering the comprehensive product's introduction to the customers. Whereas, delivery of service in terms of high satisfaction to customers, quality based are positively influencing on customer's retention. However, the effect of reliable, timely and flexible service delivery is negatively influencing on customer's retention. In addition, more responsiveness in terms of time to inquiries and orders, and being timeliness to execute the order have shown their direct impact on customer's retention.

Keywords: Customer relationship management, Supply chain, Service delivery, Responsiveness, Customer retention.

1. Introduction and Literature Review

In present global environment, every business firm regardless of its scale is facing more demanding customers [1-3]. Because of this increasing pressure, companies are forced to provide better and more quality based services in its various operations and processes [4]. For this purpose, the factor of customer relationship management is an emerging field in the literature as it addresses the core opportunities to satisfy more and more customers with their increasing needs and wants [5-10]. However, the process of managing this relationship with the customers is not very simple as variety of organizational and market related factors are playing their significant role [11-13]. In addition, delivering the service with the high quality not only seeks but also creates the values for the customers in the business [14, 15]. With this

customer-relationship mechanism, companies can increase the customer's satisfaction and their long-term earnings too [16]. To provide the customer with better and quality-based services, business organizations need to plan the delivery of their service with more strategic planning and its implementation [17]. However, very few studies have provided the integration of service delivery with the retention of the customers.

In addition, the factor of responsiveness can be defined as the ability of the business to react purposefully and within the defined time scale so that customer's needs can be fulfilled [18]. In this regard, the responsiveness of supply chain and its overall efficiency within and outside the business is very significant [19-21]. To examine the rate at which various activities under the title of supply chain can react to business and customers, procurement time and production cycle time metrics were used in the earlier studies [22-24].

Irrespective of their nature, business firms are striving for enhancing their stability and long-term success [25]. To achieve such objective, customer retention is a key as it is one of the main priorities for the business firms [26]. Meanwhile it also yields mutual benefits for the business and customers too. It is a crucial decision to maintain the relationship with customers with high profit margin which needs strong affiliation by your customers. Hence, to improve the long-term bonding with the customers, relationship with the suppliers are also important [27-30]. Various studies have provided their theoretical and empirical findings while exploring different components of supply chain management [8, 31-33]. A common notion is that supply chain indicates the various activities and parties so that end consumers will be satisfied in the best way [34-36]. For this purpose, customer relationship management is very important. For example, research study conducted by Ghazian, et al. [37] have focused on the customer relationship management and its relationship with the customer reaction in LG company. for the better understanding authors have applied the structural equation modelling approach, considering the various factors of CRM. It is found that brand preferences, reaction to price,

and purchase castle are significantly playing their role while dealing with the idea of CRM. Meanwhile, it is also observed that customer access to various types of information about the products and service can also increase their loyalty towards the business [38-40].

In addition, the role of marketing mixed like product and pricing are also playing their crucial role while impacting on the overall activities of the supply chain management. Price has two main roles in the decision-making process of buyers, namely the role of allocation and the role of information [41-43]. The role of price allocation, which is the price function in helping consumers to decide how to obtain the benefits or the highest quality expected based on the strength of the buyer [44]. Thus, the price can help consumers to decide how to allocate buying power to various types of goods and services [45, 46]. The buyer compares the prices of the various alternatives available, then decides on the desired allocation of funds. The role of information from prices, which is the price function in educating consumers about product factors such as quality. This is especially useful in situations where buyers find it difficult to objectively assess product factors or benefits. A common perception is that high prices reflect high quality [47, 48].

2. Background of the Industry: Jody Makassar

As a trade business, UD. Jody Makassar is one of the distributors engaged in the sale of food and soft drinks in Makassar established in 1991. Its marketing areas include South Sulawesi, West Sulawesi and Southeast Sulawesi. The demand for snack products also continues to increase from year to year, in line with population growth and increasing economic welfare of the community. This is reflected in UD Jody's sales turnover is increasing from year to year, except in 2016. According to Maslow's Theory of Needs, human needs are arranged in a hierarchy from the most urgent to the least urgent. The need for a home, hunger, thirst, fall into the category of physical needs that is related to primary needs. Physical needs are located in the lowest area or the basis of Maslow's hierarchy of needs, meaning that they are the most urgent needs that must be met first [1]. Based on the above phenomenon, it can be seen that companies engaged in the sale of snacks have a great opportunity to grow and develop. This is the cause of consumer interest in snacks and UD. Jody Makassar products can increase. At present UD. Jody Makassar is widely offered by snack producers from outside the island, especially Java, to be a distributor of the products of their company. Of course, this is not out of their observations of the even distribution of products distributed by UD. Jody Makassar to its target market. Directly, this has an impact on increasing sales turnover from the UD Jody Makassar from year to year since its establishment in 1991. This can be seen from the number

of factories offering their products to be distributed by UD. Jody Makassar in the marketing areas of South Sulawesi, West Sulawesi and Southeast Sulawesi which are the sole distributors for the region. Present study has considered the factor of supply chain management under the shadow of customer relationship management, delivery of service, and responsiveness factors to check their influence on customer's retention by UD Jody Makassar. The rest of the study is developed as follows: Present section has discussed some introduction and background. Section two deals with the literature context, section three specifies conceptual framework of the study. Section four indicates the research methods, followed by the results and discussion under section five. Last section covers the conclusion of the study.

3. Conceptual Framework of the Study

For the better understanding, this study has developed the following model, covering the title of customer relationship management, service delivery and responsiveness as core factors of supply chain. For all of these three exogenous variables, five items for each has been selected and presented with their relative error terms. In addition, for the customer retention, five items are also added in the model below.

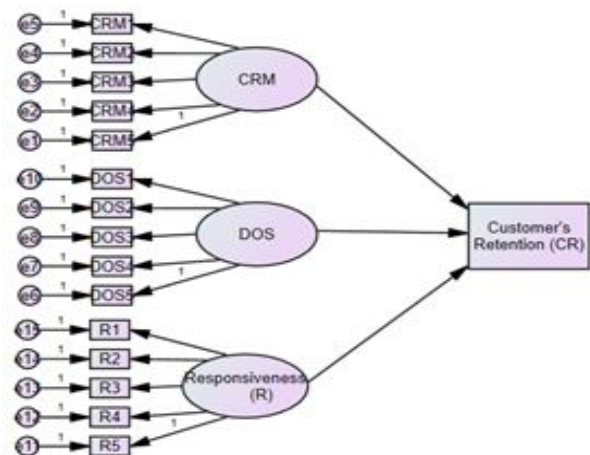


Figure 1. SCM components for Customer Satisfaction and their impact on customer Retention

4. Research Methods

This study has adopted a questionnaire approach while engaging the various customers as core respondents. For the understanding of the respondents, a structural questionnaire was developed and presented to various customers. It is observed that a final sample of 341 respondents is collected with complete observations for descriptive and empirical analysis. In the descriptive analysis, data trends are presented. While for the causal relationship between the dependent and independent variables, regression analysis are conducted.

Table 1. Descriptive Statistics

Variables	Obs	Mean	Std.Dev.	Min	Max	p1	p99	Skew.	Kurt.
CRM1	341	3.786	1.238	1	5	1	5	-.761	2.555
CRM2	341	2.815	1.323	1	5	1	5	.101	1.899
CRM3	341	3.173	1.226	1	5	1	5	-.073	2.061
CRM4	341	3.176	1.212	1	5	1	5	-.141	2.096
CRM5	341	3.296	1.282	1	5	1	5	-.423	2.189
DOS1	341	3.176	1.187	1	5	1	5	-.079	2.19
DOS2	341	3.018	1.248	1	5	1	5	-.142	2.05
DOS3	341	2.93	1.272	1	5	1	5	.098	2.003
DOS4	341	3.117	1.411	1	5	1	5	-.12	1.701
DOS5	341	3.657	1.261	1	5	1	5	-.647	2.361
R1	341	2.968	1.355	1	5	1	5	.044	1.868
R2	341	3.405	1.186	1	5	1	5	-.313	2.192
R3	341	3.088	1.332	1	5	1	5	-.064	1.829
R4	341	3.408	1.277	1	5	1	5	-.473	2.257
R5	341	3.455	1.151	1	5	1	5	-.416	2.385
CR1	341	2.651	1.378	1	5	1	5	.346	1.957
CR2	341	2.95	1.232	1	5	1	5	-.138	2.144
CR3	341	3.076	1.267	1	5	1	5	-.126	2.008
CR4	341	3.311	1.252	1	5	1	5	-.395	2.181
CR5	341	3.023	1.361	1	5	1	5	-.19	1.822

To check the impact of CRM on customer retention (Mean value), table 2 indicates the regression coefficients with their relative standard error and t-value. CRM1 predicts the effect of sales personnel and their passion to serve the customers. It is observed that coefficient of CRM1 is 0.94 with the standard error of 0.163. It shows that more the friendly and passionate behavior to serve the customers, more the retention of the customers is the business. This impact of CRM1 is highly significant (i.e. $t=5.76$). Through CRM2 (Sales personnel were courteous throughout), positive and significant impact of 0.221 on

CR (Mean) is observed. It means that there is a significant, positive and causal relationship between CRM2 and Mean CR. However, the effect of CRM3 on Mean CR is found to be positive and insignificant under full sample of the study.

Additionally, the factor like CRM4 (Sales personnel always offer comprehensive products introduction for customer) reflects a marginal effect of 0.506 on Mean CR with the standard error of 0.162 respectively. However, CRM5 has also presented its insignificant and negative impact on Mean CR.

Table 2. Impact of CRM on customer Retention

Mean CR	Coef.	St.Err	t-value	p-value	Sig.
CRM1: Sales personnel have passion and friendly to customers	0.94	0.163	5.76	0.000	**
CRM2: Sales personnel were courteous throughout	0.221	0.057	3.88	0.000	**
CRM3: Sales personnel have knowledge of products	0.065	0.063	1.04	0.301	
CRM4: Sales personnel always offer comprehensive products introduction for customer	0.506	0.162	3.45	0.000	**
CRM5: Sales personnel available in a timely	-0.005	0.057	-0.09	0.929	
_cons	1.295	0.345	3.75	0.000	**
Mean dependent var		2.651	SD DV		1.308
R-squared		0.077	Number of obs		341
F-test		5.605	Prob > F		0.000
Akaike crit. (AIC)		19.913	Bayesian crit		11.904

Note: *** $p < 0.01$, ** $p < 0.05$, * $p < 0.1$

To check the impact of delivery of service as 2nd indicator of supply chain management from the perspective of

customer, Table 3 shows the regression findings. It is observed that significant and positive influence on Mean

CR is observed through DOS2 and DOS3 with the relative coefficients of 0.123 and 0.193 respectively. It means that more the satisfaction to the customers in delivery services and quality-based delivery of service, more the constructive and positive influence on the value of customer retention. However, significant and negative influence of DOS5 on Mean CR is observed with the coefficient of -0.242 and t-value of -3.92 respectively. It

explains that there is a significant but adverse influence of reliable, timely and flexible delivery services for the customers on their retention in the business. Furthermore, It implies that significant attention is required to restructure the delivery service in terms of flexibility and time as this study has observed its adverse influence on CR.

Table 3. Impact of DOS on customer Retention

Mean CR	Coef.	St.Err	t-value	p-value	Sig.
dos1: company is providing efficient delivery service	-0.034	0.075	-0.45	0.655	
dos2: delivery service provides high satisfaction	0.123	0.061	2.03	0.043	*
dos3: delivery service is quality based	0.193	0.072	2.69	0.008	**
dos4: Fully satisfied with delivery performance	0.085	0.057	1.48	0.139	
dos5: delivery service is reliable, timely and flexible	-0.242	0.062	-3.92	0.000	**
_cons	2.441	0.296	8.24	0.000	**
Mean dependent var					
		2.651	SD dependent var		1.308
R-squared		0.089	Number of obs		341
F-test		6.573	Prob > F		0.000
Akaike crit. (AIC)		5.397	Bayesian crit. (BIC)		8.38
Note: *** p<0.01, ** p<0.05, * p<0.1					

Table 4 provides the output for the impact of responsiveness factor on the value of Mean CR. It is observed that R1 (response time to inquiries and orders) has shown a direct and significant influence on Mean CR. Similarly, through R3 (timeliness of orders executed by the company), impact on Mean CR is 0.296, showing a

direct and highly significant impact. It means that more the responsiveness behavior of the company in terms of order execution, more the chances for the customer retention in the business. However, the impact of R2 and R4-5 is insignificant.

Table 4. Impact of CRM on customer Retention

Mean CR	Coef.	St.Err	t-value	p-value	Sig.
R1: Response time to inquiries and orders	0.092	0.057	1.62	0.106	*
R2: Overall of customer service (kindness, interest in solving problems)	0.078	0.067	1.17	0.244	
R3: Timeliness of orders executed by the company	0.296	0.058	5.13	0.000	**
R4: responding in minimum time is company's priority	-0.028	0.062	-0.45	0.652	
R5: overall fast and right strategy in serving customers	-0.013	0.065	-0.20	0.846	
_cons	1.338	0.318	4.21	0.000	**
Mean dependent var					
		2.651	SD DV		1.308
R-squared		0.124	Number of obs		341
F-test		9.451	Prob > F		0.000*
Akaike crit. (AIC)		12.309	Bayesian crit. (BIC)		15.300
Note: *** p<0.01, ** p<0.05, * p<0.1					

5. Conclusion and Recommendation

This study has investigated the three dynamics of supply chain management under the title of customer relationship management, delivery of the service, and responsiveness to examine their influence on customer's retention. For the better understanding, questionnaire was developed for the data collection and empirical analysis. It is observed that significant and positive relationship exists between the supply chain dynamics and customer's retention in the region of Indonesia. From the study findings, various implications can be highlighted which can further improve the integration of supply chain and customer retention. From the results, it is showed that factors like customer relationship management, delivery services and responsiveness are positively impacting retention of the customers. Therefore, business managers should look into these areas with significant attention to improve the retention rate of their customers. In addition, reserachers in the field of supply chain under the shadow of customer's relationship can significantly evaluate the study findings for their proposed research work. More specifically, students and teaching staff can also utilize this study for the better understanding of the empirical relationship between supply chain management and customer's retention. However, this study is based on various limitations too. First, it has provided a general perspective about supply chain and customer's retention with no specific focus on the business or industry classification. Second, study findings are provided with traditional approaches like descriptive and regression methods. Third, multilevel study like getting the responses from the employees and customers and then its organizational implication is also missing. Future studies may focus on these limitations.

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