

## **Boosting customer loyalty through marketing distribution, customer experience management and customer relationship management**

**Badawi Badawi**

Muhammadiyah University of Cirebon, Jl. Tuparev No.70, Kedungjaya, Kec. Kedawung, Kabupaten Cirebon, Jawa Barat 45153, Indonesia, badawi@umc.ac.id

**Muafi Muafi**

Islamic University of Indonesia, Plempoh RT 003/014 Sleman Yogyakarta, Jl. Kaliurang km. 14,5 Sleman, Yogyakarta 55584, Indonesia, ORCID 0000-0002-5078-4670, muafi@uii.ac.id (corresponding author)

**Keywords:** marketing distribution, customer experience management, customer relationship management, customer loyalty.

**Abstract:** This study aims to analyze the effect of marketing distribution on customer experience management (CEM), customer relationship management (CRM), and customer loyalty. This study also analyzes the effect of CEM and CRM on customer loyalty. This study uses quantitative methods with a population of all BPRS (Sharia People's Financing Bank) customers in the Cirebon area, West Java. The sample in this study was taken through the purposive sampling method regarding sampling criteria tailored to the research objectives. From the sampling process, we obtained 185 respondents who met the criteria and became the research sample. Data were collected through the distribution of questionnaires and analyzed using a structural equation model with Smart-PLS 3. The analysis shows that marketing distribution positively affects customer experience management, customer relationship management and customer loyalty. Furthermore, customer experience management and customer relationship management are also proven to positively affect customer loyalty. Conclusion: It is concluded that marketing distribution has an important role in improving CEM, CRM and customer loyalty. This research proves that the implementation of good marketing distribution can encourage consumer interest in the company's products and services and build customer loyalty.

### **1 Introduction**

The world has entered an era where convenience, speed, and simplification are the most preferred aspects by consumers [1,2]. This condition is caused by the rapid advancement of technology, which can facilitate all human affairs [1]. Some literature reveals that technology spoils humans, and humans normalize these conditions so that demands arise for the industry to provide convenience, speed, and simplification of processes for consumers [3]. When in one industry there are new players who offer innovations and breakthroughs that are more attractive to consumers, competitors who are even market rulers must compensate for these new players with the same innovations or substitutes for the innovations offered by competitors [1].

In the context of marketing, one of the aspects that can attract more consumers and build consumer loyalty is marketing distribution [4-7]. Marketing distribution is transferring products, goods and services, from producers to consumers through marketing [4]. Marketing distribution is also a strategy in placing several marketing channels according to consumer interests and needs [7]. So from this definition, marketing distribution is the primary key to attracting consumers to buy a product. With the right marketing distribution, consumers will get convenience, speed and simplification following their expectations.

Analysis of the effect of marketing distribution on consumer loyalty is rarely found in the previous literature. [4] analyzed the effect of marketing distribution on

customer satisfaction and purchasing decisions. These two aspects are part of consumer loyalty. Likewise, [6] analyzed the effect of marketing distribution on product quality. On the other hand, marketing distribution analysis is mainly carried out on goods and products, and there is still a lack of literature analyzing service companies. Therefore, analyzing marketing distribution on consumer loyalty in service companies is a novelty this research offers.

Furthermore, the role of marketing distribution is also revealed by some literature to improve customer experience management [4,8,9]. Customer experience management is the management of customers' cognitive, emotional, behavioral, sensory, and social responses to the company. The right marketing distribution will provide a good experience for consumers [10]. When consumers get fast and good service, it will form an experience that can increase consumer loyalty [11]. Likewise, service distribution, supply chain, service completeness, and other marketing distribution aspects can foster positive consumer experiences.

Marketing distribution will create a series of positive influences for consumers [4]. Good distribution will foster a good experience and a good relationship with consumers. Therefore, some literature also reveals the effect of marketing distribution on customer relationship management [12-14]. [12] did not analyze the direct effect of marketing distribution but explained that developing customer relationships requires several aspects of

marketing distribution, namely quality assurance, efficient product distribution, and customer retention. Likewise, [13] found that marketing distribution strategies can improve customer relationships with companies.

This research seeks to fill the gap from previous literature reviews where there is still no analysis conducted on the direct influence of marketing distribution on customer experience management and customer engagement. This research also seeks to analyze the effect of marketing distribution, customer experience management, and customer relationship management on customer loyalty.

## 2 Literature review

### 2.1 Customer loyalty

Customer loyalty is the tendency of consumers to buy a product or service from a company with a high level of consistency [15]. Customer loyalty starts with a purchase decision, and then consumers feel an interest in making repeat purchases consistently [16]. Loyalty is related to emotions, so to get consumer loyalty, the company must be able to influence the emotional side of consumers [17]. The emotional side of consumers can be influenced by several things, including marketing distribution [4-6] customer experience management [18-20] and customer relationship management [21-25]. [16,36] explain that the manifestations of consumer loyalty are repeat purchases, recommending others, and giving positive feedback on products or services.

### 2.2 Marketing distribution

Marketing distribution is the movement of products, goods and services, from producers to consumers through marketing [4]. Marketing distribution is also a strategy for placing several marketing channels according to consumer interests and needs [7]. So from this definition, marketing distribution is the main key to attracting consumers to buy a product, and with the right marketing distribution, consumers will get convenience, speed, and simplification following their expectations. Marketing distribution can be seen and measured from several aspects, namely supply chain time, place of distribution, access to suppliers, access efficiency, and smooth distribution service [4].

### 2.3 Customer experience management

Customer experience management is the management of the experience of each customer from various points of contact to build a more positive business image [19]. Customer experience management is also the management of the cognitive, emotional, behavioral, sensory, and social responses of customers to the company [20]. On the other hand, customer experience management also functions to track, monitor, and organize every customer interaction [26]. The goal is to ensure customer satisfaction with a pleasant experience. Experience in this context is the customer's perception of a product or service resulting

from interactions between consumers and companies [18]. Customer experience management can manifest in several aspects, namely consumer experience in receiving services, consumer experience in using company technology, consumer experience in data security, experience of company care, experience in information availability, experience in handling problems, and experience of company values and culture [26].

### 2.4 Customer relationship management

Customer relationship management (CRM) manages relationships between companies and consumers [21]. Customer relationship management aims to bring communication between companies and consumers closer [27]. On the other hand, if the company's relationship and communication with consumers are closer, consumers will have more potential to be loyal and not move to competitors [28]. CRM is also a significant factor in fostering company trust; on the other hand, CRM can also be a tool for gathering information from consumers to increase their loyalty and company performance [21,28]. CRM in this era is not only done by direct communication; information technology is one of the most effective media for establishing good relations with consumers [23]. [29] measure customer relationship management in several aspects, namely service delivery, ability to handle consumer problems, speed in responding to consumer needs, and friendliness.

## 3 Hypothesis development

### 3.1 Marketing distribution and customer experience management

The right marketing distribution will provide a good experience for consumers [10]. When consumers get fast and good service, it will form an unforgettable experience and benefit the company's image [11]. Likewise, service distribution, supply chain management, service completeness, and other marketing distribution aspects can foster positive consumer experiences. Some literature reveals the role of marketing distribution in improving customer experience management [4,8,9]. Much of the previous literature still focuses on the influence of marketing distribution on the factors of customer experience and has not discussed the direct influence on customer experience. [4] found a relationship between marketing distribution and satisfaction and purchasing decisions as a factor of customer experience [9] related to satisfaction; and [35] related to consumer preferences, which are also part of the customer experience. Therefore, this study seeks to fill the analysis gap by formulating the following hypothesis:

H1: Marketing distribution has a positive effect on customer experience management

### **3.2 Marketing distribution and customer relationship management**

Consumer convenience is offered through marketing distribution, and it is expected that good marketing distribution will increase consumer interest and foster good relationships with consumers [28]. Therefore, some literature reveals the influence of marketing distribution on customer relationship management [12-14]. [12] did not analyze the direct effect of marketing distribution but explained that developing customer relationships requires several aspects of marketing distribution, namely quality assurance, efficient product distribution, and customer retention. Likewise, [13] found that marketing distribution strategies can improve customer relationships with companies. [28] empirically prove that a good relationship with consumers is a competitive advantage not easily imitated by competitors, and good relationships can be optimized with the right marketing distribution [14]. Therefore, this study formulates the following hypothesis:

H2: Marketing distribution has a positive effect on customer relationship management

### **3.3 Marketing distribution and customer loyalty**

Some literature shows indirectly that consumer loyalty can be built through marketing distribution [4-7]. Marketing distribution is transferring products, goods and services, from producers to consumers through marketing [4]. [4] analyzed the effect of marketing distribution on customer satisfaction and purchasing decisions. These two aspects are part of consumer loyalty. Likewise, [6] analyzed the effect of marketing distribution on product quality. On the other hand, marketing distribution analysis is mainly carried out on goods and products, and there is still a lack of literature analyzing service companies. Therefore, analyzing marketing distribution on consumer loyalty in service companies is a novelty this research offers. On the other hand, marketing distribution analysis is mainly carried out on goods and products, and there is still a lack of literature analyzing service companies. Therefore, the analysis of marketing distribution on consumer loyalty in service companies is a novelty offered by this research, so the following hypothesis is formulated:

H3: Marketing distribution has a positive effect on consumer loyalty

### **3.4 Customer experience management and customer loyalty**

Customer experience management was developed to track, monitor, and organize every customer interaction [26]. Several previous studies have found that a good relationship between companies and consumers can foster their loyalty [18-20]. [19] found in their empirical study that customer experience management drives the performance of banking and insurance companies in Jordan. Increased banking performance is a manifestation of customer loyalty. Likewise, [30] found that managing

customer experience can encourage customer acceptance of company technology and is an aspect of customer loyalty. The direct effect of customer experience management on customer loyalty was found by 20. [31] also emphasizes that customer experience management is a manifestation of customer loyalty. Therefore, this study formulates the following hypothesis:

H4: Customer experience management has a positive effect on customer loyalty

### **3.5 Customer relationship management and customer loyalty**

The company's relationship and communication with consumers will make consumers potentially loyal and not move to competitors [28]. Some literature also supports the role of CRM in increasing customer loyalty [21-24,15]. Good relationships with consumers are a significant factor so that consumers get to know the company's brand, products, and services better and become loyal [21]. Likewise, [22] proves that the better a company's relationship with its consumers, the more consumer loyalty it will build. However, different findings by [32,33] show no significant effect of CRM on loyalty. The differences in findings in the previous literature indicate an analysis gap, so this study formulates the following hypothesis:

H5: Customer relationship management has a positive effect on customer loyalty

## **4 Methodology**

The analysis in this study used quantitative methods. The population in this study were BPRS (Sharia People's Financing Bank) customers in Cirebon Regency. Samples were taken using the purposive sampling method, which is based on criteria made by researchers referring to research objectives. Criteria in sampling include:

- Respondents are BPRS customers who have been customers for at least 1 year.
- Respondents have savings in BPRS greater than or equal to 5,000,000.
- Respondents routinely make transactions at BPRS at least in 1 month 3 x transactions.

From these criteria, the researcher screened the sample and found that 185 respondents met the criteria and became samples in this study. The data collection technique used a questionnaire with a scale of 1-5, distributed to respondents via a physical questionnaire and Google Form. The data collection results were then analyzed using the structural equation model method with smart-PLS 3 software.

In this study, there are 1 exogenous variable, namely marketing distribution, and 3 endogenous variables, namely CEM, CRM, and customer loyalty. Marketing distribution is measured by four indicators adapted from [4], namely supply chain time, place of distribution, access to suppliers, access efficiency, and smooth distribution service. Then CEM is measured by 7 indicators adopted from [26], namely consumer experience in receiving

services, consumer experience in using company technology, consumer experience in data security, experience of company concern, experience in information availability, experience in handling problems, and experience of company values and culture. Furthermore, CRM is measured by four indicators adopted by [29], including service delivery, the ability to handle consumer problems, speed in responding to consumer needs, and friendliness. Meanwhile, consumer loyalty is measured by four indicators adapted from [16,36], including satisfaction with products and services, repeated purchases, recommendations to others, and positive responses to products or services.

## 5 Result

The analysis in this study was carried out with a structural equation model using Smart-PLS 3. The analysis is divided into two stages, namely, outer model analysis and inner model analysis. Outer model analysis is a measurement of data validity and reliability, which includes convergent validity, construct validity, and composite reliability. Furthermore, inner model analysis measures the relationship between variables, including the coefficient of determination and path analysis. Outer model analysis is done with the smart-PLS algorithm procedure. Furthermore, the inner model analysis procedure uses the bootstrap method in smart-pls.

### 5.1 Outer model analysis

Outer model analysis includes convergent validity, construct validity, and composite reliability. In this study, there are 1 exogenous variable, namely marketing distribution, and 3 endogenous variables, namely CEM, CRM, and customer loyalty. Marketing distribution is measured by four indicators adapted from [4], the indicators were adapted and adjusted to the conditions of the respondents in this study and a pilot test was conducted with good results. Then CEM is measured by 7 indicators adopted from [26], and the indicators were adapted and adjusted to the conditions of the respondents in this study and a pilot test was conducted with good results. Furthermore, CRM is measured by four indicators adopted by [29], the indicators were adapted and adjusted to the conditions of the respondents in this study and a pilot test was conducted with good results. Meanwhile, consumer loyalty is measured by four indicators adapted from [16,36], the indicators were adapted and adjusted to the conditions of the respondents in this study and a pilot test was conducted with good results. Convergent validity means testing the validity of each research indicator. The criterion used is the loading factor value > 0.7 [34]. Then construct validity is a test of construct validity with the criteria for an AVE value > 0.5. The composite reliability tests construct reliability with construct reliability criteria > 0.7. The results of the analysis are shown in Table 1.

Table 1 Validity and reliability analysis

Indicators	Loading Factor	Validity	Loading Factor	Validity	AVE	Construct Reliability
CEM1	0.804	Valid	0.804	Valid	0.675	0.936
CEM2	0.874	Valid	0.874	Valid		
CEM3	0.798	Valid	0.798	Valid		
CEM4	0.791	Valid	0.791	Valid		
CEM5	0.830	Valid	0.830	Valid		
CEM6	0.812	Valid	0.812	Valid		
CEM7	0.839	Valid	0.839	Valid		
CRM1	0.880	Valid	0.880	Valid	0.702	0.876
CRM2	-0.002	Invalid	Dropped			
CRM3	0.777	Valid	0.777	Valid		
CRM4	0.853	Valid	0.853	Valid		
LOY1	0.485	Invalid	Dropped		0.587	0.810
LOY2	0.734	Valid	0.758	Valid		
LOY3	0.717	Valid	0.734	Valid		
LOY4	0.793	Valid	0.804	Valid		
MD1	0.804	Valid	0.804	Valid	0.716	0.910
MD2	0.825	Valid	0.824	Valid		
MD3	0.879	Valid	0.880	Valid		
MD4	0.875	Valid	0.875	Valid		

Source: Author's calculation

Table 1 shows that two convergent validity tests were conducted. In the first stage, two invalid indicators were found, namely LOY1 and CRM2, so they were removed from the analysis. Then, in the second analysis stage, it was

found that all indicators had met the criteria for a loading factor > 0.7, so all indicators were valid. Furthermore, table 1 also shows that all research variables have an AVE value > 0.5, which indicates that the data has good construct

validity. Then reliability testing is shown in the construct reliability value, where all variables have a reliability value > 0.7, and it can be concluded that all constructs are reliable.

### 5.2 Inner model analysis

Inner model analysis is a test of the relationship between variables in the research model. The inner model analysis procedure uses the bootstrap method in smart-pls and the analysis output is shown in Figure 1.

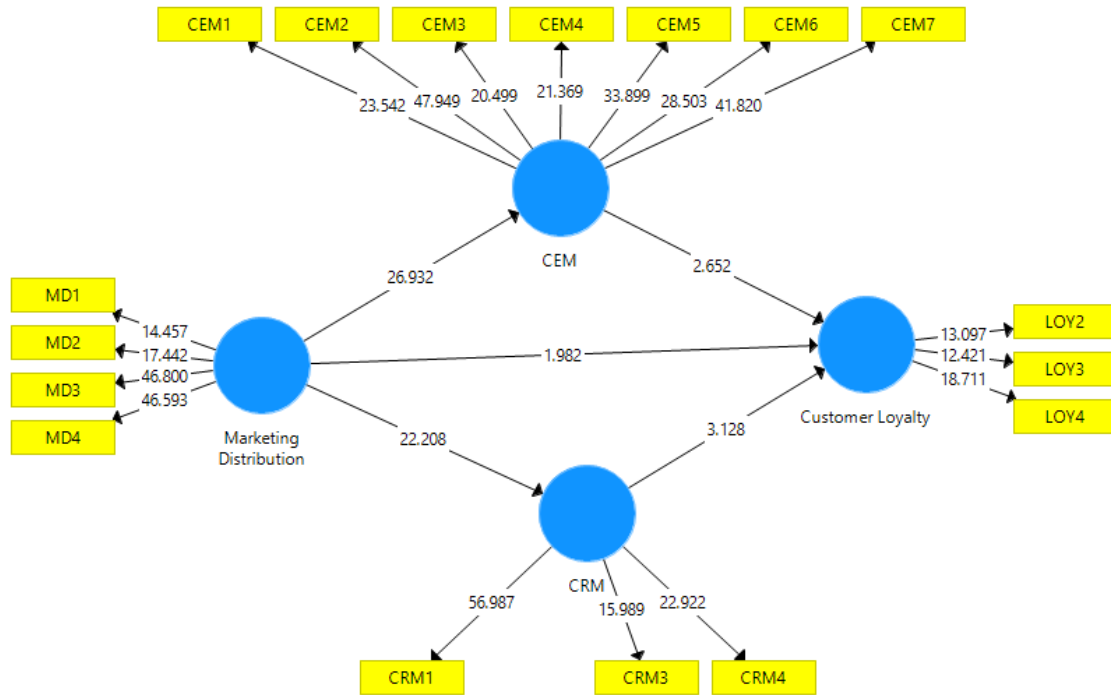


Figure 1 PLS analysis output

The first stage in inner model analysis is the coefficient of determination, which shows how far the model's ability to explain its endogenous variables. The coefficient of determination, or R<sup>2</sup>, is in the range of 0 to 1, where the closer to 1, the greater the influence received by the endogenous variables from the exogenous. There are 3 endogenous variables in this study, namely CEM, CRM, and customer loyalty. The analysis results show that the CEM variable has a coefficient of determination of 61.4%, the CRM variable has a coefficient of determination of

51.3%, and the customer loyalty variable has a coefficient of determination of 50.7%.

The next analysis is testing the research hypothesis based on the results of the path analysis. At this stage, the influence between variables in the study can be seen. The positive effect is shown in the positive original sample value. The significance of the influence is known from the probability value with the criterion  $p < 0.05$ . The analysis results are shown in Table 2.

Table 2 Path analysis

	Original Sample	T Statistics ( O/STDEV )	P Values	Hypothesis Result
Marketing Distribution -> CEM	0.784	26.932	0.000	H1 Supported
Marketing Distribution -> CRM	0.716	22.208	0.000	H2 Supported
Marketing Distribution -> Customer Loyalty	0.152	1.982	0.048	H3 Supported
CEM -> Customer Loyalty	0.290	2.652	0.008	H4 Supported
CRM -> Customer Loyalty	0.319	3.128	0.002	H5 Supported

Source: Author's calculation

Table 2 shows that all hypotheses in this study are supported. The effect of marketing distribution on CEM shows a positive and significant value with an original

sample value of 0.784 and a p-value of 0.000, so H1 is supported. Furthermore, the effect of marketing distribution on CRM also shows a positive and significant

effect with an original sample value of 0.716 and a p-value of 0.000, so H2 is supported. The findings further prove that marketing distribution has a positive and significant effect on customer loyalty, with an original sample value of 0.152 and a p-value of 0.48, so H3 is supported. CEM is found to have a positive and significant effect on customer loyalty with an original sample value of 0.290 and a p-value of 0.008 so H4 is supported, and CRM also has a positive and significant effect on customer loyalty with an original sample value of 0.319 and a p-value of 0.002 so that H5 is supported.

## 6 Discussion

This study provides empirical evidence regarding the role of marketing distribution in improving customer experience management, customer relationship management, and customer loyalty. This study found that marketing distribution has a positive effect on customer experience management. So, the better the marketing distribution in the company, the better customer experience management will be. Therefore, companies are expected to be able to optimize marketing distribution as the main key to attracting consumers to buy a product, and with the right marketing distribution, consumers will get the convenience, speed, and simplicity that they expect. To optimize marketing distribution, companies must consider several things, namely supply chain time, place of distribution, access to suppliers, access efficiency, and smooth distribution service [4].

The findings in this study are in line with some previous literature, namely [4,8,9]. [4] found a relationship between marketing distribution and satisfaction and purchasing decisions as a factor of customer experience; [9] related to satisfaction; and [35] related to consumer preferences, which are also part of the customer experience. Much of the previous literature still focuses on the influence of marketing distribution on the factors of customer experience and has not discussed the direct influence on customer experience. Therefore, this research provides novelty by finding a direct effect of marketing distribution on customer experience management.

Furthermore, this study found that marketing distribution has a positive effect on customer relationship management. So if the company can improve the implementation of marketing distribution properly, it can improve customer relationship management. The purpose of customer relationship management is to bring communication between companies and consumers closer [27]. CRM will make consumers more likely to be loyal and not move to competitors [28]. Therefore, this research emphasizes the importance of marketing distribution as an effort to be able to create a good and loyal relationship between companies and consumers.

Some previous literature also supports the findings of this study. [12-14] also prove that marketing distribution can improve customer relationship management. [12] did not analyze the direct effect of marketing distribution but

explained that developing customer relationships requires several aspects of marketing distribution, namely quality assurance, efficient product distribution, and customer retention. Likewise, [13] found that marketing distribution strategies can improve customer relationships with companies. [28] prove empirically that a good relationship with consumers is a competitive advantage that is not easily imitated by competitors, and good relationships can be optimized with the right marketing distribution [14].

Further findings in this study again emphasize the importance of marketing distribution. Empirically, marketing distribution has a positive effect on consumer or customer loyalty. Improving marketing distribution performance will increase customer loyalty or increase the number of loyal customers by more than before. Customer loyalty starts with a purchase decision, and then consumers feel an interest in making repeat purchases with high consistency [16]. Loyalty is related to emotions, so to gain consumer loyalty, companies must be able to influence the emotional side of consumers [17]. The emotional side of consumers can be influenced by several things, including marketing distribution.

In line with the findings of this study, some previous literature has also found that consumer loyalty can be built through marketing distribution [4-7]. [4] analyzed the effect of marketing distribution on customer satisfaction and purchasing decisions. These two aspects are part of consumer loyalty. Likewise, [6] analyzed the effect of marketing distribution on product quality as a trigger to foster consumer loyalty. This research provides novelty by finding a direct effect of marketing distribution on consumer loyalty.

Further findings explain that customer experience management positively affects customer loyalty. This finding is supported by several previous studies, namely [18-20]. [19] found in their empirical study that customer experience management drives the performance of banking and insurance companies in Jordan. Increased banking performance is a manifestation of customer loyalty. Likewise, [30] found that managing customer experience can encourage customer acceptance of company technology, and this is an aspect of customer loyalty. The direct effect of customer experience management on customer loyalty was found [20]. This study recommends that companies improve customer experience management through several aspects, namely managing and optimizing consumer experience in receiving services, consumer experience in using company technology, consumer experience in data security, experience of company care, experience in information availability, experience in handling problems, and experience of company values and culture [26].

Furthermore, this study also found that consumer loyalty can also be significantly improved through customer relationship management. This means that the better the company's relationship with consumers, the more customer loyalty will increase. Some literature also

supports the role of CRM in increasing customer loyalty [21-25]. Good relationships with consumers are a major factor so that consumers get to know the company's brand, products, and services better and become loyal [21,37,38]. Likewise, [22] proves that the better the relationship a company has with its consumers, it will build more consumer loyalty. CRM implementation can be done by improving service delivery, the ability to handle consumer problems, speed in responding to consumer needs, and friendliness [29].

## 7 Conclusion

This study analyzes the effect of marketing distribution on customer experience management, customer relationship management, and customer loyalty. This study formulates five hypotheses, and the analysis results show that all hypotheses are supported. The research findings state that marketing distribution positively affects customer experience management, customer relationship management, and customer loyalty. Furthermore, customer experience management and customer relationship management are also proven to have a positive effect on customer loyalty. This research provides literacy on the direct influence of marketing distribution on customer experience management, customer relationship management, and customer loyalty.

## 8 Managerial implications

This study recommends that companies, especially BPRS in the Cirebon area of West Java, improve the implementation of marketing distribution, customer experience management, and customer relationship management. To optimize marketing distribution, several things must be considered by the company, namely supply chain time, place of distribution, access to suppliers, access efficiency, and smooth distribution service. This research also recommends that companies improve customer experience management through several aspects, namely managing and optimizing consumer experience in receiving services, consumer experience in using company technology, consumer experience in data security, experience of company concern, experience in information availability, experience in handling problems, and experience of company values and culture. Furthermore, CRM implementation can be done by improving service delivery, the ability to handle consumer problems, speed in responding to consumer needs, and friendliness. These efforts will build customer loyalty and improve company performance. Furthermore, policy makers are expected to be able to encourage the improvement of BPRS Islamic financing literacy, the development of the MSME Community and the development of BPRS common promotion.

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**Review process**

Single-blind peer review process.