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Customer Relationship Management and the Market Share (A Study of Formal Retail Businesses)

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Abstract

Advancement in technological environment and the need to improve customer satisfaction has influenced business decision makers to spend more resources in sustaining their business and profit motive. The main objective of this current study is to determine how customer relationship strategy influence market share of formal retail businesses. The study employed qualitative research design through desk research methodology to reviewed 69 journals to address the research questions. Data were analyzed using descriptive statistics such as frequency distributions and the simple percentages. Findings revealed that that sales force automation and customer service solution have positive relationship on the market share of retail businesses. The study concluded customer relationship management has positive relationship on market share. This study recommended that organizations should invest on information technology infrastructure and employ experienced professionals to manage and control in order to enhance good customer relationship which in turns yield great market share.

Keywords: customer relationship management, customer service solution, market share, sales force automation

1.0. INTRODUCTION

Nowadays, customer relationship management is much more than sales automation having become one of the most sophisticated medium to which business can sustainably control a customer-centered business reality (Guerola-Navarro, Gil-Gomes, Oltra-Badenes & Sendra-Garcia, 2021). They emphasized that customer relationship management is a powerful technological solution for business management and it is important for organizations that are success driven. Although, Guha, Harrigan and Soutar (2017) as cited in Payne and Frow (2005), explained that the term customer relationship management was primarily coined in the information technology environment and it is used in describing systems and tools used to automate sales processes. Also, Migdadi (2021) in his conceptualization model shows that knowledge management such as knowledge acquisition, knowledge diffusion, knowledge application, knowledge (from, about, about and for customers) leads to successful customer relationship management that leads to innovation capabilities. In addition, Soltani, Zareie, Millani and Navimipour (2018) revealed that business employed customer relationship management primarily for the purpose of relationship between the organization and its prospective and existing customers.

Aryonindito, Yadiati and Handoyo (2020) explained how market share is an important factor in a company's existence and how it is one of the primary reasons a firm was founded in a particular industry. They further explained that out of the total purchase by customers in a specific industry, the percentage that goes to the business defines its market share. For instance, if the total quantity consumed of a particular product is one hundred (100) and fifty (50) out of which are from one company, that company holds fifty percent market share.

The Formal retail business has distinguished itself from the traditional retailing business operation

by focusing more on customer relationship management strategies in order achieve large market share in the industry (Dibb, Simkin, Pride & Ferrell, 2006;). According to Dibb *et.al* (2006) formal retail businesses have harnessed the latest technology in order to tailor messages to their customers. The specific objectives guiding this study are; (i) to assess the effect of sales force automation on market share of retail business and (ii) to examine how customer service solution will enhance market share of retail business. It is on this basis the study seeks to evaluate customer relationship management and market share of retail businesses

2.0 LITERATURE REVIEW

Concept of Market Share

Shane-Hunt, Mello and Deitz (2018) argued that market share provides marketers with a quick look at how they are performing relative to their competitors in the industry where they operate. Market share is defined as the share of a firm's sales relative to the sales of all firms across all customers in the given market, it is an aggregate measure across all customers which can be calculated either in a monetary or a volumetric basis (Kumar & Reinartz, 2018). In the view of Aryonindito, Yadiati and Handoyo (2020) said that market share is a significant aspect of a company's survival. Market share is one of the fundamental reasons for the establishment of a company in a particular business field. The availability of market share means the availability of income and profit-generating tools for companies. The higher the market share of a company, the opportunity for these companies to obtain greater profits will also be higher and vice versa.

Concept of Customer Relationship Management

Getting product to the final customers is the main objective of many businesses. The primary responsibility of a retailer is to break bulk and sell in units to the final customers (Kotler, 2016). In the recent years, customer relationship management technique has play very significant role to assist in ensuring goods and services get to the target audience without any hitches and implementing this system requires more attention than before to ensure customers are served profitably. Hikmawati, Alamsyah and Setiadi (2020) explained that the implementation of information technology is essential for companies, especially supermarkets, malls, convenience stores, departmental stores, grocery stores, specialty retailers as marketing strategy support. In this instance retail industry usually use information technology in customer relationship management to guide and influence management decisions. Retailers work in a fast-paced, highly competitive atmosphere. Retailers are currently looking for competitive advantages by better managing consumer relationships through database management as a result of rising globalization, market saturation, and inconsistent policies from statutory authorities, and increased competitiveness through mergers and acquisitions (Anderson, Jolly & Fairhurst, 2007).

Concept of Sales force Automation and Market Share

According to Boujena, Johnston and Merunka (2009), Lee and Yang (2011) argued that improving sales force efficiency which has a positive effect on customers and boosts business performance is the core goal of sales force automation (SFA). SFA technology, one of the elements of CRM, boost organizational performance by increasing the quantity and creativity of contacts between salespeople, selling businesses, and potential customers (Peppers & Rogers, 2000; Pearce, Robinson & Wright 2003; Payne & Frow, 2004; Reinartz, Kraft & Hoyer, 2004; Chalmers, 2005; Roh, Ahn, Han (2005); Reichheld, 2006; Pedron & Saccol, 2009; Chen, Tseng, Lee & Yang, 2011;

Nazir, 2015; Juanamasta, et.al, 2019). Also, Maecker, Barrot and Becker (2016) explain that the sales force's direct interaction with product users may increase customer relationship levels to a higher proportion. The presence of SFA influences businesses to have established brand pages online that allow both company representatives and customers to interact effectively by sharing, establishing and exchanging ideas on the product (Christopher, Payne & Ballantyne, 2001; Feinberg, Kadam, Hokama & Kim, 2002; Cao & Gruca, 2005; Delvecchio & Anselmi, 2005; Fairhurst, 2007; Buttle, 2009; Hassan, 2012; Etale, Bingilar & Ifurueze, 2016; Domfeh, Kusi, Nyarku & Hunsaker, 2018; Entezarkheir & Sen, 2018). In addition, Kotler and Keller (2009), modern customer relationship management strategy as leveraging more modern technology to boost sales force interaction with customers so that businesses can boost their performance. Organizations acquired sales force automation tools to customize their products and integrate sales inventory, leads, forecasting, and performance analysis to sustain their market position in the industry (Romano & Fjermestad, 2003; Mithas, Krishnan & Fornell, 2005; Rootman, Tait, Bosch, 2008; Jacobson & Mizik, 2009; Liao, Chen, Deng, 2010; Rego, Morgan & Fornell (2013); Jumono, Achsani, Hakim, Fidaus, 2015; Techopedia, 2017; Hikmawati, Alamsyah & Setiadi, 2020; Mahlamaki, Storbacka, Pytkkonen & Ojala, 2020).

Concept of Customer Service Solution and Market Share

For a business to remain competitive and relevant in the industry, the customer service solution must be designed to address order fulfilment, organizational business processes, and incentives (Yul, 2001; Verhoef & Langerak, 2002; Zablah, Bellenger, Johnston, 2004; Pride & Ferrell, 2006; Kumar & Reinartz, 2016; Kumar & Reinartz, 2018). According to Aryonindito, Yadiati and Handoyo (2020), Shane-Hunt, Mello and Deitz (2018), a customer service solution is the database that customer service representatives work with to deliver excellent service. The customer service solution helps businesses to understand and work on customer data and target big accounts among them to increase the volume of patronage and enhance long-term relationships through world process benchmarking (Bose, 2002; Dibb & Simkin, 2006; Anderson, Jolly & Fairhurst, 2007; Fickel, 2009; Ang, 2011; Baird & Parasnis, 2011; Rowson, 2020). Often, businesses use a customer service solution to influence and guide management decisions efficiently and effectively (Parvatiyar & Sheth, 2001; Pride & Ferrell, 2006; Labus & Stone, 2010; Opara, 2016; Farmanesh, Adibi & Hasiri, 2017). Customers can be identified, managed, and controlled profitably through the support of technology, which will assist businesses to manage information required to understand customer behaviours and serve them better than their rivals (Peppard 2000; Gupta, Lehmann & Stuart, 2004; Ryals, 2005; Frow & Payne, 2007; Pleshko & Heiens, 2012). Techopedia (2017) maintained that the essence of a customer service solution is to make information more accessible to customer representatives and other stakeholders whose major responsibility is to satisfy existing customers and gain more prospects. A customer service solution is a customer relationship management tool designed primarily for customer satisfaction, which is expected to improve organizational performance in terms of huge profit (Payne & Frow, 2004; Szegedi, Korom, 2010; Soltani & Navimipour, 2016; Kotler, 2016).

Empirical Studies

Malmaki, Storbacka, Pytkkonen and Ojala (2017) conducted a study on the adoption of digital salesforce automation tools in supply chain. A structural equation model was adopted where the perceived usefulness was developed and tested by PLS-SEM. This work revealed that salesforce automation can be achieved from the customers' point of view and not only from the management

point of view. Recommendation from the study implored management to invest more on customer relationship strategy.

Juanamasta *et.al* (2019) examined the role of customer service through customer relationship management. The study adopted qualitative research design and data was collected through observation, documentation and interview. These researchers concluded that companies who possess good customer service solution strategy in the mind of the target customers have tendency to perform beyond expectation.

Theoretical Framework

This study is underpinned by the theory of customer relationship management. The academic emergence of this theory was announced in 1997 as explained by Labus and Stone (2010) in their study. Customer relationship management emerged as a result of a number of trends, including the shift in business emphasis from transactional to relationship marketing, the strategic reorganization of organizational structure from functions to processes, and the acceptance of the need for trade-offs between providing and extracting value for customers (Chalmeta,2006).

3.0 METHODOLOGY

This study is a qualitative research design using a desk research methodology. It involves gathering and analysing information available on publications such as: journal articles, conference proceedings and marketing textbooks for the purpose of the study. This will provide better understanding of the topic being studied and answer the research questions. The population in this study consists of journal articles published between 2000–2020 that are related to customer relationship management and market share. Specifically, it includes all free journal articles from secondary sources such as google, google scholar,bing, university library databases, Proquest,Jstor, Tailor and Francis, Elsevier, Open journal of business and management etc, on the key terms; customer relationship management and market share. The search concept used included “sales force automation and organizational performance”, “customer relationship management and market share”, “customer service solution and organizational performance”, “application of sales force automation and customer service solution in retail industry”. The materials were reviewed for relevance and values based on the general objective of the study and the research questions. Hence, a total of 127 Journal articles downloaded and gathered from the various data bases were found usable. Qualitative approach was adopted to ascertain the sample size of 69 based on the inclusion and exclusion criteria discussed below. Purposive sampling technique was used to select journal articles and other relevant materials related to the general objective of this study using year of publications, focus on topical issue as condition for the inclusion and exclusion.

Inclusion and Exclusion Criteria of the Study

Inclusion Criteria	Exclusion Criteria
Articles focused on the topical issue	Articles not focused on the topical issue
Articles peer reviewed and conference proceeding	Articles not peer reviewed, unpublished conference proceedings
Online materials on the search terms published between 2000-2020	Online materials on the search terms not published between stated period
Materials that are written in English Language	Materials that are not written in English Language

Source: Researcher's Desk Research, 2022

4.0. RESULTS AND DISCUSSION

Result reveals that majority of the journal articles were sourced from Journal of Marketing 11(15.94%), Business Process Management Journal 6 (8.70%), Journal of Industrial Marketing Management 5(7.25%), Journal of Marketing Research 4(5.80%), European Management Journal 2(2.90%), Journal of the Academy Marketing Science 2(2.90%), Journal of Industrial Management & Data Systems 2(2.90%), Journal of Information Technology and Management 1(1.45), Jbm 1(1.45), Elsevier 1(1.45), Journal of High-technology Management Research 1(1.45), Journal of Financial Services 1(1.45), Journal of Knowledge Management 1(1.45), Journal of Systems and Software 1(1.45), Journal of Information and Management 1(1.45), Journal of Strategy and Leadership 1(1.45), Journal of Business Research 1(1.45), Journal of Expert Systems with Applications 1(1.45), Journal of Foundation of Management 1(1.45), Technology in Society 1(1.45), Journal of Computers in Human Behavior 1(1.45), Journal of Expert Systems with Applications 1(1.45), Emerald 1(1.45), Journal of Managing Service Quality 1(1.45), Journal of Administrative Sciences 1(1.45), California Management Review 1(1.45), Journal of Marketing Intelligence & Plan 1(1.45), International Journal of Retail & Distribution Management 1(1.45), Journal of Economics and Social Research 1(1.45), Journal of Financial Economics 1(1.45), International Journal of Industrial Organization 1(1.45), Journal of Applied Energy 1(1.45), Journal of Business Logistics 1(1.45), International Economics Review 1(1.45), Clinical Review & Education 1(1.45), Journal of Marketing Science 1(1.45), Journal of Pharmacoeconomics 1(1.45), Google Scholar 1(1.45), Journal of Accounting and Economics 1(1.45), International Journal of Humanities and Social Science 1(1.45), Journal of Transportation Research 1(1.45) and Journal of Technological Forecasting & Social Change 1(1.45).

Discussion of findings

37 (53.62%) out of the total 69 papers reviewed shows that using modern technology to enhance business performance will lead to favourable performance and this finding is in accord with the study conducted by Romano and Fjermestad (2003) that if organizations want to achieve efficient e-customer relationship management objective, they must re-examine the common principles of usability and resistance in technology and apply them thoroughly and consistently so as to achieve organizational objective. 32 (46.38%) out of the total number of 69 journal articles reviewed on customer relationship management and organizational performance, journal reviewed shows that

customer service solution has its own unique interface, which many buyers consider an important part of its overall design and this is in line with the study of Ang (2011) that organizations can benefit from these predispositions by utilizing public relations and marketing research, cultivating opinion leaders or advocates, placing and creating advertisements, developing new products, lowering the cost-to-serve, increasing brand loyalty and sales, and boosting buzz and visibility for the organization.

5.0 CONCLUSION AND RECOMMENDATIONS

The study concluded that sales force automation and customer service solution have positive relationship on the market share of retail business. This is supported by Hikmawati, Alamsyah and Setiadi (2020) affirmed that implementation of sales force automation enhanced organizational performance. Similarly, Opara (2016) affirmed that e-customer relationship management and market share achievement in the Nigerian banking sector are positively correlated. Also, Mahlamaki, Storbacka, Pykkonen and Ojala (2017) concluded that sales force automation is a tool for e-customer relationship management that aims to improve organizational efficiency and create value for customers. Furthermore, from the analysis of the literature reviewed, it can be concluded that customer service solution enhances market share as affirmed by Juanamasta, *et.al* (2019) that customer loyalty and goodwill are increased via customer relationship management solutions for customer care. Hence, the study recommended that retailers should invest on information technology infrastructure and employ experienced professionals to manage and control the systems in order to enhance good customer relationship which in turns yield great market share. Also, businesses should design good e-customer relationship management tool to assist businesses to differentiate between online community member and online customers.

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