The impact of customer relationship management on the performance marketing: A case study of ENICAB

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Abstract

This study investigates the impact of Customer Relationship Management (CRM) on organizational performance marketing, particularly in the case of ENICAB. Utilizing a field study approach, questionnaires were distributed and administered to employees across commercial, quality management, and production departments, comprising a sample of 50 individuals within the organization. The findings indicate the importance of managing relationships with customers and working to attract and retain them in order to achieve performance marketing, which plays a vital role in ensuring the organization's survival, particularly in a competitive environment.

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1. INTRODUCTION

We cannot talk about marketing without including customers, especially since it is a science based primarily on satisfying the needs and desires of customers better than competitors, particularly in an environment characterized by intense competition, tremendous technological development, and increased awareness of customers and their ability to differentiate between products and services present in the market. This approach is only achieved, by including administrative teams in order to manage the existing interaction between the organization and current and potential customers, which is known as customer relationship management. This term has been used since the beginning of the nineties and "it has become an important stream of marketing research over the past two decades (Foltean, Trif, & Tuleu, 2019)" The CRM philosophy revolves around fostering long-term relationships with customers, treating them as partners in the organization. This is achieved through direct communication to understand their preferences and tastes, and by addressing their complaints regularly; in order to ensure the organization's continuity and sustained presence in the market.

Based on the aforementioned points, we can address the following problematic:

What is impact of CRM on performance marketing in ENICAB?

The study main hypothesis states:

There is a statistically significant effect of customer relationship management on performance marketing in ENICAB.

And emerge from it the following sub-hypotheses:

H1: There is a statistically significant relationship between customer satisfaction and performance marketing at the 5% level of significance.

H2: There is a statistically significant relationship between customer loyalty and performance marketing at the 5% leve of significance.

H3: There is a statistically significant relationship between customer value and performance marketing at the 5% leve of significance.

Study importance

- It is necessary to address the problematic of the impact of customer relationship management on performance marketing.

- It is necessary to address the impact of customer relationship management on the performance marketing of ENICAB, especially since it is considered a pioneer in the cable market and many organizations do not care about the importance of managing relationships with customers.

Study objectives

 Through this study, we seek to achieve the following objectives:

- Clarifying the theoretical aspect of the study variables by using previous scientific literature and research.
- Explaining the importance of customer relationship management in companies.
- Explaining the impact of customer relationship management on the performance marketing.

Providing recommendations to parties interested in CRM, particularly those specific to the cable sector, in order to use all dimensions of CRM, to enhance performance marketing, including increasing sales, market share, and profitability.

Methodology

In this study we use the descriptive and analytical approaches in describing the research sample, in addition, we use empirical analysis to examine the relationship between the variables under studydependent and independent variables of the study.

2. CRM

2.1 The definition of CRM

CRM is the abbreviation of the expression "customer relationship management" Out of the numerous definitions attributed to this term, we highlight the following:

-Customer relationship management emerged in the information technology (IT) vendor community and practitioner community in the mid-1990s (payne & frow, 2006) It is a term related to technologies, methodologies, and electronic commerce capabilities that organizations use to organize and manage their relationship with their customers (Stone, 2002).

-From a marketing perspective, customer relationship management is defined as a philosophy whose goal is to meet customer needs, thanks to which effective marketing is achieved and effective sales are achieved. From a marketing perspective, the system depends on identifying the customer and then gaining his loyalty, in addition to collecting information related to customers and then integrating and processing it. And disseminate it in all organizational units through effective information distribution channels. (Idzikowsk, Kuryło, Cyganiuk, & Ryczko, 2019)

-Customer relationship management is a method or system concerned with building sustainable relationships between customers and the organization, which enables it to know customers needs and expectations, The strategy begins with the

sales and marketing process, leading to after-sales services, through which the organization reaches to enhance customer satisfaction and then achieve their loyalty, CRM makes it easier for organizations to obtain detailed information about customers and their preferences, and vice versa. It enables customers to obtain accurate and quick information about the products or services provided by the company (Sadani, Lumbanraja, & Sembiring, 2023).

From the above, we can say that customer relationship management represents the activities carried out by the organization that enable it to attract customers, achieve satisfaction, retain them, and make them partners in the organization.

2.2 Dimensions of CRM

1- Customer satisfaction

Customer satisfaction is considered one of the best tools that help in the success of organizations and the success of businesses. It is defined as an overall and comprehensive evaluation of the total consumption and purchase experiences of a good or service over time. (Khadka & Maharjan, 2017)

2- Customer loyalty (BIESOK & WYRÓD-WRÓBEL, 2011)

Nowadays, in a competitive environment, the survival and growth of businesses in the market depend on their ability to satisfy their customers, which ensures them long-term success and profitability. Customer satisfaction leads to customer loyalty, which is expressed by a relationship of trust with the company.

A loyal customer is a person who:

➢ Makes repeated and regular purchases.
➢ Uses the products of company.

➢ Spreads positive information about the company.

➢ Remains loyal to the company despite the competition and its offers.

3- **Customer value** (Mahajan, 2020)

  Customer value is the customer's perception of the value of the product or service compared to possible alternatives. Value means whether the customer feels that he obtained and benefited from services and value compared to what he paid. "It is not only related to the price, but even to the energy, time and effort he spends in order to obtain the benefit."

The value can be translated into a simplified equation form, which is as follows:

Customer Value: Benefit - Cost   (CV=B-C).

2.3 Benefits of CRM (Dalili & Beheshtifar, 2018)

- The CRM system is essential for any business that interacts directly with customers and aims to expand its customer base and revenue.

- CRM encompasses all aspects of customer relationship management, including contact management, customer interaction management, and the management of potential and completed transactions.

- Implementing a CRM system provides the insights needed to maintain long-term customer relationships, achieve customer satisfaction, reduce mistrust, and address complaints.

- CRM systems can assist organizations in acquiring potential new customers, encouraging existing customers to make purchases, maintaining positive customer relationships, and

enhancing customer value, thereby improving the company's reputation.

- CRM contributes to customer satisfaction, competitive advantages, profitability, reduction of mistrust, and cost optimization. One of the key benefits of CRM is its ability to collect and analyze data on customer behavior, enabling timely and effective communication and service for customers.

3. Performance marketing

3.1 Definition of performance marketing

-Performance is the organizational performance of companies which is defined as the way in which a company is organized to achieve its objectives and the way in which it manages their achievemen. (Attouch, 2008).

-Performance marketing can be defined as a term used by marketing specialists to describe and analyze the effectiveness and efficiency of the marketing process. This is done by focusing on the fit between the outputs of marketing strategies and activities and the set and required goals for those activities and strategies and measuring performance marketing(2024 ،الداغر) .

From the above, performance marketing represents all the marketing goals that organizations want to achieve, which express the extent of their success or failure.

3.2 Dimensions of performance marketing

Performance marketing has many dimensions, and below we will mention those that serve our study**:**

1- Market share

Market share is defined as the percentage of the market represented by a specific entity that is defined in terms of units or revenue. It is important to interpret market share as a measure of the extent to which an organization is able to predict market dynamics and the needs of target customers (Khantimirov, 2017).

2- Profitability

Company profitability is a picture or a measure that measures the extent of the organization's ability to achieve profits from the operational operations that are implemented to ensure the organization's continuity in the market in the future (RESCHIWATI, SYAHDINA, & HANDAYANI, 2020).

3- Sales growth

Sales represent the revenue that an organization will receive as a result of providing goods or services from its primary business. Companies with stable sales can have higher debt, which means that the more stable a company's sales are, the more it will be able to meet its obligations, (Goh, Henry, Erika, & Albert, 2022) Sales growth reflects the success of past investments and can be

used by an organization to forecast future growth. (Adnyani & Suaryana, 2020).

4. Case Study ENICAB

4.1 Identification card of the company (Enicab biskra, 2021)

ENICAB, is a pioneering Algerian company in the manufacturing of energy cables, with more than thirty-two years of service in the field, offering its customers a wide and diversified range of products including low voltage cables, industrial cables, medium voltage cables and high voltage bare cables The acquisition by the giant Condor in 2017 only strengthened its leading position and allowed Enicab to offer new products such as high and very high voltage cables, telecom and data cables as well as Halogen-free cables.

Considering its rich range, Enicab is present in all sectors of activity ranging from the distribution of Electrical Energy to Hydrocarbons and Petrochemicals, including various Industries, Telecoms as well as the Infrastructure and Building sectors, Enicab has been able to engrave its letters by holding almost a significant market share by supplying high quality wires and cables for the majority of construction projects in the country, Having to its credit a large client portfolio which includes the most important companies in the field of electricity and construction in Algeria such as SONELGAZ, SONATRACH and its subsidiaries, national and international EPCs and Contractors as well as as the various state institutions.

4.2 Questionnaire results analysis

To identify the impact of the costumer relationship management on performance marketing in ENICAB Company, specifically among a sample of employees in this company, a questionnaire was used as a tool for collecting data.

4.2.1 Study Sample and population:

- ➢ **Study population:** The study population consists of ENICAB employees.
- ➢ **Study sample:** The questionnaire was distributed to a sample of 50 ENICAB employees.
- ➢ **Study Tool:** As we mentioned previously, the questionnaire was used as a tool for collecting data, and then entered into SPSS v22 for analysis, in order to achieve the objectives of the study.

4.2.2 Description of the general characteristics of the study sample:

The following table shows an overview of the characteristics of the study sample by gender, age, educational level, Department, and experience.

Table 01. Characteristics of the study sample according to gender, age, educational level, experience, and departments

Categories		Duplicates	Percentage
Gender	Male	37	74.0
	Female	13	26.0
	Total	50	100.0
Age	Less than 30 years old	4	8.0
	From 30 to less than 40	19	38.0
	From 40 to less than 50 years old	21	42.0
	From 50 years and over	6	12.0
	Total	50	100.0
Educational level	Average or less	3	6.0
	Secondary	7	14.0
	University	39	78.0
	Postgraduate	1	2.0
	Total	50	100.0
Departments	Commercial department	18	36.0

	Quality Management Department	17	34.0
	production department	15	30.0
	Total	50	100.0
Experience	Less than 05 years	7	14.0
	From 05 to less than 10 years	19	38.0
	years and more 10	24	48.0
	Total	50	100.0

Source: SPSS 22v programs outputs

From the **table.1** we notice that the majority of participants are from the commerce department, with an estimated percentage of 36%, followed by the quality department at 34%, while the production department represents 30%. On the other hand, the distribution of the sample members by gender, the results indicate that the majority of the sample members are male, with a percentage of 74%, while the percentage of females is estimated at 26%, due to the nature of work in this field Regarding the distribution of the sample elements according to age, it appears that most of the respondents are confined to the age group from 30 to 40 years, in addition to the age group between, and this is an indicator that indicates that the majority of the respondents have awareness regarding the subject of the study and its applied relationships to their work .As for the

distribution of the sample members according to educational level, the majority of the sample members are of university level, representing 81% of the study sample. As for the distribution of participants according to experience, the highest percentage belongs to the category of experience for more than 10 years, with an estimated rate of 48%, and this is a good indicator of experience. Researchers and their awareness of the subject of the study.

4.3 Validity and reliability test
4.3.1 Testing the validity of the study tool

The validity of the study tool was verified by measuring the Pearson correlation coefficient and the level of significance to evaluate the internal consistency between the items of each dimension of the study. The results are presented in the following table:

Table 02. Internal consistency validity of the questionnaire

Axis	Dimensions	Statement	Pearson Correlation Coefficient	Significance Level
		The organization has a customer database.	.607**	0.000
		The organization is interested in studying customer complaints.	.735**	0.000
	Customer Satisfaction	The organization provides services and products that meet customer expectations.	.764**	0.000
		The organization takes action to improve customer experience based on reviews.	.794**	0.000
		Communication and information exchanged between the organization and its customers is transparent and clear.	.874**	0.000
		The company provides products that satisfy customers' needs and desires.	.751**	0.000
		Customers continue to deal with the organization.	.859**	0.000
		There is an increase in repeat purchases from existing customers	.794**	0.000
CRM	Customer Loyality	The organization works to build strong and long-term relationships with customers.	.896**	0.000
		The company's customers provide positive information about it.	.908**	0.000
		The organization's customers are not disturbed by delays in delivering orders.	.724**	0.000
		Relationships between the organization and its customers are characterized by trust and respect.	.846**	0.000
		Customers express their experience with the organization's products in an emotional way.	.857**	0.000
	Customer Value	The organization's existing clients generate significant profits.	.690**	0.000
		The organization focuses on clearly highlighting the value of its products to customers.	.776**	0.000
		The organization provides its services and products to customers at the agreed upon time	.715**	0.000

performance marketing	performance marketing	The company's market share is constantly increasing.	.846**	0.000
		The organization seeks to achieve leadership in its markets.	.819**	0.000
		The organization works to develop its products periodically.	.818**	0.000
		The institution attracts new customers while maintaining its old customers.	.714**	0.000
		The enterprise's products penetrate many markets.	.788**	0.000
		Many customers repeat purchase.	.565**	0.000
		The organization experiences an increase in its sales.	.805**	0.000
		The enterprise experiences an increase in its profitability.	.739**	0.000
		The organization improves and structures its costs to achieve greater profitability.	.788**	0.000
		The target market allows the organization to achieve greater profit margins.	.810**	0.000
		The organization exploits all strategic opportunities to increase its profitability.	.832**	0.000
		There is an increase in brand awareness of the company in the market.	.752**	0.000
		The organization offers offers and discounts to boost sales.	.740**	0.000

Source: SPSS 22v programs outputs

From **table 02** we observe that the correlation coefficients between the dimensions of the study and its sentences range between 0.607 and 0.896 and these correlations are high and statistically significant, because their probability value reached 0.000, which is less than the chosen significance level 0.05. This indicates that the data has good internal consistency.

4.3.2 Reliability of the Study Tool

In this research, Cronbach's Alpha coefficient was used to measure the reliability of the study tool, which determines the acceptable level of measurement tool at (0.60) or higher. The results were as follows:

Table 03. Reliability Test of the Questionnaire Items for All Variables Using Cronbach's Alpha Coefficient

Statement	Items	Cronbach's Alpha Value (Questionnaire)
customer satisfaction	6	0.835
customer loyality	5	0.891
customer value	5	0.836
Independent Variable (CRM)	16	0.914
Dependent Variable (performance marketing)	13	0.934
The entire questionnaire	29	0.834

Source: SPSS 22v programs outputs

From the table above, it is noted that the Cronbach's alpha coefficient for the questionnaire items, as well as for all variables exceeds 0.80, indicating a consistent relationship and strong correlation between the questionnaire statements. This percentage surpasses the statistically acceptable threshold of 0.60, confirming the reliability of the study instrument

4.4 Analysis of Results

4.4.1 Statistical Analysis of Study Variables

We will analyze and interpret the results extracted from SPSS 22v, and understand their order and degree of agreement for each element. This is done through arithmetic means and standard deviations for the variables and dimensions of the study.

➢ **Descriptive analysis of CRM data**

Table 04. Evaluating the dimensions of CRM

dimension No.	Statement	Mean	Standard Deviation	Agreement Level
1	**Customer satisfaction**	3.9300	0.72303	High
2	**Customer loyalty**	4.0720	0.81792	High
3	**Customer value**	3.9960	0.78193	High
	CRM	3.9993	0.71612	High

Source: questionnaire data and SPSS v22 output.

The data presented in the above table indicates that the customer loyalty dimension has an arithmetic mean of 4.0720 and a standard deviation of 0.81792, achieving the highest level of approval and ranking first. Meanwhile, the customer value dimension has an arithmetic mean of 3.9960 and a standard deviation of 0.78193, indicating a high level of approval and securing the second position. Additionally, the customer satisfaction dimension is ranked third with an arithmetic mean of 3.9300 and a standard deviation of 0.72303, also showing a high level of agreement. Overall, there is a consistent pattern of high agreement among the sample members regarding the customer relationship management variable, with an arithmetic mean of 3.9993 and a standard deviation of 0.71612.

➢ **Descriptive analysis of performance marketing data**

Table 05. Evaluating the ITEMS of performance marketing

Item No.	Dimension	Mean	Standard Deviation	Agreement Level
01	The company's market share is constantly increasing.	4.0800	1.06599	High
02	The organization seeks to achieve leadership in its markets.	4.2000	.75593	High

03	The organization works to develop its products periodically.	4.1600	.86567	High
04	The institution attracts new customers while maintaining its old customers.	4.2600	.82833	Very High
05	The enterprise's products penetrate many markets.	4.0400	.78142	High
06	many customers repeat purchase.	4.1600	.79179	High
07	The organization experiences an increase in its sales.	4.0800	1.06599	High
08	The organization experiences an increase in its profitability.	3.6800	.99877	High
09	The organization improves and structures its costs to achieve greater profitability.	3.9600	.98892	High
10	The target market allows the organization to achieve greater profit margins.	3.8400	1.03726	High
11	The organization exploits all strategic opportunities to increase its profitability.	3.8800	1.13641	High
12	There is an increase in brand awareness of the company in the market.	3.9000	.99488	High
13	The organization offers offers and discounts to boost sales.	1.5000	.50508	Very Low
\	**Performance Marketing**	3.8262	.66768	High

Source: questionnaire data and SPSS v22 output

We observe that the arithmetic mean for the majority setences following performance marketing falls within the range of 4.2000 to 3.8400, indicating levels of agreement that vary from high to very high. However, it is notable that the phrase concerning the organization's offers and discounts to boost sales has the lowest arithmetic mean, recorded at 1.5000, with a standard deviation of 0.50508, indicating a very weak level of agreement.

3.4 Testing the Study Hypotheses:

Here we will test the study hypotheses to evaluate the impact of customer relationship management on achieving marketing performance in ENICAB.

3.4.1 Testing the Main Hypothesis:

The hypothesis states that: There is a statistically significant impact of customer relationship management on the performance marketing in ENICAB at the 5% level of significance.

Table 06. One-way ANOVA analysis of sample responses between CRM and performance marketing in ENICAB

Statement	sum of squares	mean of squares	f	sig
Regression	11.216	11.216	50.658	.000[b]
Residual	10.628	.221		Alfa=0.05
total contrast	21.844		R=0,717	R Square=0,513

Source: questionnaire data and SPSS v22 output.

The table 06 presented above reveals that the computed **F** value (50.658) holds a significance level (Sig=0.000), which is below the threshold of 0.05 approved for this study. This requires accepting the basic hypothesis that there is a statistically significant impact of customer relationship management on the performance marketing in ENICAB.

The relationship between these two variables was confirmed through a correlation coefficient estimated at (0,717), which is a positive direct relationship. In addition, the coefficient of determination of (0,513) indicates that 51.3% of the changes in the performance marketing variable are due to changes in customer relationship management.

3.4.2 Testing the First Sub-Hypothesis:
The hypothesis states that: There is a statistically significant relationship between customer satisfaction and performance marketing in ENICAB at a 5% level of significance.

Table 07. One-way ANOVA analysis of sample responses between customer satisfaction and performance marketing in ENICAB

Statement	sum of squares	mean of squares	f	sig
Regression	8.361	8.361	29.768	.000[b]
Residual	13.482	.281		Alfa=0.05
total contrast	21.844		R=0,619	R Square=0,383

Source: questionnaire data and SPSS v22 output

The table above (table 7) shows that the calculated **F** value (29.768) is at a significance level (Sig=0.000), which is less than (0.05), which is the level approved for this study. This requires accepting the basic hypothesis that there is a statistically significant impact of customer relationship management on the performance marketing in ENICAB.

Moreover, the relationship between these two variables was confirmed by a correlation coefficient of 0.619, denoting a positive direct relationship. Additionally, the coefficient of determination is 0,383, which indicates that 38.3% of the changes in the performance marketing variable are due to changes in customer satisfaction.

3.4.3 Testing the Second Sub-Hypothesis:

The hypothesis states that: There is a statistically significant relationship between customer loyalty and performance marketing in ENICAB at the 5% level of significance.

Table 08. One-way ANOVA Analysis of Sample Responses Between customer loyalty and performance marketing in Enicab

Statement	sum of squares	mean of squares	f	sig
Regression	9.165	9.165	34.700	.000[b]
Residual	12.678	.264		Alfa=0.05
total contrast	21.844		R=0,648	R Square=0,420

Source: questionnaire data and SPSS v22 output.

The results in table 08 shows that the calculated F value (34.700)
is at a significance level (Sig=0.000), which is less than (0.05),
which is the level approved for this study. This requires
accepting the basic hypothesis that there is a statistically
significant impact of customer relationship management on the
performance marketing in Enicab.
The relationship between these two variables was confirmed
through a correlation coefficient estimated at (0,648), which is a
positive direct relationship, and a coefficient of determination of
(0,420), which indicates that 42% of the changes in the average
responses of the sample members regarding the performance
marketing variable are due to changes in customer loyalty.

3.4.4 Testing the Third Sub-Hypothesis:

The hypothesis states that: There is a statistically significant
relationship between customer value and performance marketing
in ENICAB at the 5% level of significance.

Table 9. One-way ANOVA Analysis of Sample Responses Between
customer value and performance marketing in Enicab

Statement	sum of squares	mean of squares	f	sig
Regression	11.296	11.296	51.402	.000[b]
Residual	10.548	.220		Alfa=0.05
total contrast	21.844		R=0,719	R Square=0,517

Source: questionnaire data and SPSS v22 output

The results in the table 9 shows that the calculated F value
(50.658) is at a significance level (Sig=0.000), which is less than
(0.05) which is the level approved for this study. This requires
accepting the basic hypothesis that there is a statistically
significant impact of customer relationship management on the
performance marketing in ENICAB.
The relationship between these two variables was confirmed
through a correlation coefficient estimated at (0,719), which is a
positive direct relationship, and a coefficient of determination of
(0,517), which indicates that 51.7% of the changes in the average

responses of the sample members regarding the performance marketing variable are due to changes in customer value.

5. CONCLUSION

Based on this study, it is evident that understanding and effectively implementing customer relationship management (CRM) is crucial in both corporate settings and academic research. CRM plays a significant role in personalizing marketing objectives, enhancing customer engagement, and driving sales growth, thereby ensuring organizational survival and achieving distinct marketing performance. This is particularly important in today's market landscape, where CRM integrates modern and digital elements to foster creativity in customer retention and acquisition, ultimately aiming to achieve customer loyalty.

The primary objective of this paper was to examine the impact of CRM on marketing performance, using ENICAB as a case study example. Through our field study, several key findings and recommendations have emerged, summarized as follows:

Results:
- ➢ CRM plays a decisive and a pivotal role in increasing and intensifying performance marketing
- ➢ Customer relationship management tools empower organizations to comprehend customer needs and preferences, thereby enhancing their engagement.
- ➢ CRM stands out as one of the vital and highly effective strategies for ensuring the sustainability of organizations in the market.

Suggestions:

➤ Based on the statistical analysis conducted in this study, it is recommended that ENICAB continues to implement the management to sustain its presence in the market.

➤ ENICAB should prioritize digitizing its customer communications to ensure seamless interaction and prompt resolution of customer complaints.

➤ Attention should be given to customers, particularly in managing their databases, operational flexibility, and addressing their requests promptly.Organizations should regularly monitor and enhance their CRM processes, while continuously assessing their profits, sales, and market share compared to competitors.

➤ Providing training and skill development opportunities for marketing department employees is essential for the smooth and effective operation of the CRM system, thereby contributing to improved marketing performance

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