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Retention Strategy Customer As Superiority Competitive In the Era of Digital Marketing

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Abstract . *Study This aim study in a way comprehensive retention strategy customers and their roles as superiority competitive in the era of digital marketing . Through approach studies literature systematic to various source academic latest (2019–2024), research This identify six main strategies retention customer loyalty program , management connection customer (CRM), personalization , service full sale , development community , and win-back campaign as well as evaluate its effectiveness based on metric key such as Customer Lifetime Value (CLV), Churn Rate, Net Promoter Score (NPS), and Customer Retention Rate (CRR). The results of the study show that an integrated and data - driven retention strategy is significant more efficient compared to acquisition strategy customer new , with improvement retention 5–7 % potential increase profitability company up to 25–95% Findings This relevant specifically in context Indonesia's growing digital ecosystem rapidly , where super-apps and e-commerce platforms dominate behavior consumption custome . Research This conclude that success retention depending on a combination of customized strategies with characteristics segment each customer and industry , rather than one approach single.*

Keywords: retention customers , loyalty customers , CRM, customer lifetime value, digital marketing strategy

INTRODUCTION

In landscape growing business competitive and dominated by digital transformation , the ability company For maintain existing customers There is be one of factor determinant sustainability business term long . Phenomenon This the more relevant in the digital era, where consumers own access almost complete information No limited and cost move to competitors (switching costs) become the more low . Markonah, et.al, 2024; Suharyanto, et al, 2026)

Reichheld and Sasser (1990) in research pioneer they at Bain & Company found that cost For acquire customer new can reach 5 to 25 times more expensive than cost maintain customers who have there is . More far , increase level retention only 5–7 % capable produce improvement profitability company by 25–95%. Findings this , although produced more from three decade then , still relevant and even the more critical in current digital context This .

In Indonesia, growth a rapidly growing digital ecosystem — marked by the dominance of e-commerce platforms such as Tokopedia, Shopee, and Lazada, as well as super-apps such as Gojek and Grab — has

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change method company interact with its customers . Data from We Are Social (2024) shows that Indonesia has more from 185 million active internet users , with continued e- commerce penetration increase every year . Condition This create opportunity at a time challenge for company in manage connection term long with digital customers .

Although urgency retention customer Already recognized in a way wide , still there is gap between understanding theoretical and implementation practical retention strategies , in particular in context digital marketing in Indonesia. This study present For bridge gap the through study systematic and comprehensive literature .

Based on background back above , goal study This is : (1) identifying and categorizing the main strategies retention proven customers effective ; (2) analyze metrics and framework used For measure success of retention strategies ; and (3) contextualizing findings the in ecosystem Indonesian digital business ..

LITERATURE REVIEW

Concept and Urgency Retention Customer

Retention customer in a way conceptual defined as ability company For maintain existing customers There is in something period time certain (Kotler & Keller, 2016). Definition This more from just measure amount customers who do not move — he covers all over effort strategic and tactical company in build connection term mutual length profitable .

In literature marketing , retention customer often positioned as the core component of relationship marketing — the process of building , maintaining , and strengthening relationships solid relationship between company with its customers and stakeholders interest others (Rosário & Casaca, 2023). Relationship marketing has been proven in a way significant influence satisfaction , trust , commitment , and communication customers , all of whom is factor critical in retention term long .

In a way economic , urgency retention customer can explained through the concept of the economics of loyalty introduced by Reichheld (2003). According to him , loyalty customer No just indicators of good business morals , but rather is machine producer profitability term long . Loyal customers tend to : (a) do purchase repetitive with increasing frequency and value ; (b) less sensitive to change price ; (c) to be cheap organic referral sources ; and (d) requires cost more services low Because already familiar with product .

Opportunity sale to long -time customers more high — reaching 60–70% — compared to opportunity sell to prospects new only around 5–20% (Marketing Metrics, Farris et al.). The difference This fundamentally change calculation economy between acquisition and retention strategies , especially when cost continuous digital acquisition increase along saturation room online advertising .

Customer Lifetime Value (CLV) and Churn Rate as Metric Foundation

Customer Lifetime Value (CLV) is the total value net generated company from a customer during all over duration connection business ongoing (Kumar & Reinartz, 2018). In general mathematically , CLV can formulated as :

CLV = (Average Transaction Value × Frequency Purchase × Relationship Duration) − Cost Acquisition & Services

CLV works as base taking decision managerial in three dimensions main : (a) determine How many big worthy investment For maintain a customers ; (b) identify segment most valuable customers For prioritized in the retention program ; and (c) guide the most profitable cross-selling and up-selling decisions .

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Almohaimmeed (2019) in his studies in industry restaurants in Saudi Arabia found that there is connection significant between customer relationship management, satisfaction customers , loyalty , and profitability — all of which culminates in increasing CLV. This study underline that CLV is not only determined by incentives financially , but also by quality experience customer in a way overall .

On the other hand , Churn Rate measures percentage churning customers use product or service company in period certain :

Churn Rate = (Total Lost Customers ÷ Total Customers at Beginning of Period) × 100%

Blattberg , Kim, and Neslin (2008) distinguish two types of churn: voluntary churn which occurs when customer in a way active choose For move Because dissatisfaction or Power pull competitors ; and involuntary churn caused by factors external like failure payment or change condition demographic differences This crucial because each one needs response different strategies . *:*

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Retention Strategies Customer

a. Loyalty Program Customer

Loyalty program is the most classic and most widely used retention strategy . implemented in various industry . This program designed For give award to customers who do purchase repetitive through system points , membership tiers , gamification , and referral programs.

Bergius (2023) in his studies about loyalty programs in B2C businesses identify that loyalty program success lies in its ability create a status of motivation — encouragement psychological man to rise to a higher level high . The tiered membership system (Bronze → Silver → Gold → Platinum) utilizes motivation This For increase customer spending at a time increase status- based switching costs .

Element gamification in loyalty programs — such as challenge daily , badge achievements , and leaderboard — proven create involvement emotional that makes customer Keep going interact with brand even when they No in condition active buy . Starbucks Rewards, as example leading , successful make rewards members as contributor more of 55% of total revenue companies in the United States .

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Customer Relationship Management (CRM)

CRM is approach data and technology based For manage every point interaction between companies and their customers personally and proactively . Dwivedi et al. (2024) define CRM as integrated system seven component main : quality customer orientation customer behavior employees , propositions values , management communication , data management , and management connection public .

In study they to industry tourism in India, Dwivedi et al. (2024) found that quality services and behavior employee own connection positive significant to satisfaction and retention customers . This is hinting that effective CRM system No only about technology , but also about How technology the used For support interaction quality human beings .

Progress technology has allows implementation analytic predictive in CRM — capabilities For identify customers who are at risk of churn before they truly go , based on signals behavior like decline login frequency , reduced mark transactions , or No responsive to communication company . Mikalef et al. (2023) showed that integration of big data analytics in CRM significant increase accuracy churn prediction and efficiency intervention retention .

Personalization and Hyperpersonalization

Personalization in context retention customer refers to the ability company For adapt experiences , content , and offers individually based on each customer's behavioral and preference data . Rane, Choudhary, and Rane (2023) introduced draft hyperpersonalization — level more personalization in which to utilize intelligence artificial intelligence (AI) for produce highly relevant real-time recommendations individually .

Study show that customers who feel ' understood ' by a brand own high probability of churn more low compared to customers who receive communication generic . Platforms such as Netflix, Tokopedia, and Spotify have become a benchmark in personalization AI- based , where the algorithm recommendation they No only increase satisfaction but also in a way direct extend duration involvement customer with the platform.

Services Customers and After Sales

Zeithaml, Berry, and Parasuraman (1996) in research classic they about consequence behavior from quality service confirm that quality service after-sales is one of the predictor strongest intention customer For still survive . Service full responsive and proactive selling create perception that company care to welfare customers — not only interested in the transaction .

Al- shamsi et al. (2022) strengthens findings This with show that improvement quality service contribute directly on the formation connection term length and increase retention customers . In the omnichannel era, integration service customers in various point contacts — chat, phone , email, and social media — become prerequisite For give consistent and satisfying experience .

Community and Customer Engagement

Build community customer is the most powerful retention strategy in a way term long Because He create attachment emotional beyond dimensions transactional . When customers feel become part from community that has values and identity together , loyalty they become Far more stand to temptation competitors .

Attachment based community This is also facilitated by a co-creation strategy — involving customer in a way active in the development process product or service new . Involvement This No only produce more products in accordance market needs , but also creates a sense of ownership in oneself customer to brand the .

Win-Back Campaign

Win-back campaign is effort structured For interesting return existing customers stop use product or service . This strategy based on the premise that No all churn is permanent , and that customers who have been own experience positive with A brand own probability more tall For return compared to get real customers new .

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The effectiveness of a win-back campaign depends heavily on three things : factors : (a) accuracy identification customers who are worthy of being won back based on historical CLV they ; (b) understanding deep about reasons for churn through exit survey ; and (c) determination time and channel optimal communication based on data analytics .

Analytical Framework : RFM and Customer Journey Mapping

The RFM (Recency, Frequency, Monetary) model is one of the most fundamental analytical frameworks in segmentation customer For needs retention (Blattberg , Kim, & Neslin , 2008). This model classify customer based on three dimensions : how much recent (recency) transactions final they , how much their frequency transact , and how much large (monetary) total value of spending they .

The power of RFM lies in its simplicity — it can implemented even with relatively data infrastructure simple without requires complex machine learning models — all at once produce very actionable segmentation for team marketing . Customers with high RFM score prioritized for retention programs exclusive , while the score low become the target of a win-back campaign or can relocated investment .

Customer Journey Mapping complements RFM with perspective qualitative about journey customer from awareness to advocacy . This framework help company identify dot, dot, dot critical touchpoints where customers are most vulnerable For move , so that source Power retention can allocated in a way more strategic .

Indonesian Context : Retention Customers in the Digital Age

Indonesia is one of the digital ecosystem with fastest growing in Southeast Asia. Data from We Are Social (2024) noted more from 185 million active internet users in Indonesia, with smartphone penetration continues to increase increase to remote areas. Conditions This create very conducive environment for retention strategies digital- based .

The super-app phenomenon pioneered by Gojek/ GoTo become the most representative example from retention strategy based ecosystem in Indonesia. With integrate more of 20 services in one platform — start from transportation , food , finance , to entertainment — Gojek creates very high switching costs : the more Lots services used customers , increasingly difficult for they For move to another platform without lost the comfort that has been woke up .

Kurniawan and Mulyani (2024) in studies they about digital CRM strategies and retention customers in Indonesian e-commerce find that CRM effectiveness in increase loyalty Customers in online marketplaces are highly dependent on the quality of the data collected and the ability company For change the data become relevant and appropriate actions time .

Tjiptono (2019) provides contextualization important that marketing strategies in Indonesia are not can fully adopting the Western model without modification . Factors local like height sensitivity price in segment certain , strong word-of-mouth based influence community and diversity behavior consumer between tier 1 and tier 2-3 cities need integrated in designing effective retention strategies .

RESEARCH METHODS

Research Design

Study This use approach qualitative with Systematic Literature Review (SLR) method . Snyder (2019) defines a literature review as methodology valid research for synthesize existing knowledge , identifying gap research and development framework conceptual new . SLR approach was chosen Because allows systematic , transparent and reliable studies reproduced to the relevant body of literature .

Procedure Search Literature

Search literature conducted on the academic databases Google Scholar, Semantic Scholar, ResearchGate, and Scopus. The keywords used includes : "customer retention", "customer loyalty strategy", "digital CRM", "churn rate", "customer lifetime value", "retention marketing Indonesia", as well as a combination of them in Indonesian and English .

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Criteria Selection
Following is criteria inclusion and exclusion applied in selection literature :

TAB LE 1. Criteria inclusion and exclusion in selection literature

CRITERIA	INCLUSION	EXCLUSION
Year Rise	2019–2024 (theory foundation excluded)	Before 2019 (except theory classic)
Language	Indonesian and English	Apart from both of them
Publication Type	Peer-reviewed journals , books text academic	Blog, opinion No verified
Relevance	Retention , loyalty , CRM, CLV	Topics off -site marketing retention

Analysis Method

Literature that meets criteria selection analyzed use thematic analysis method — the process of identifying , analyzing , and reporting pattern emerging themes in a way recurring throughout the corpus of literature . The themes identified Then synthesized become framework conceptual integrative which becomes base discussion in study This .

RESULTS AND DISCUSSION

Retention Customer More Superior Economically from Acquisition

Findings first and most consistent from all over literature reviewed is that investment in retention customer generate far greater returns more tall compared to investment in acquisition customer new . Reichheld and Sasser (1990) who became reference foundation show that improvement retention 5–7 % capable increase profitability up to 95% findings This strengthened by Zhang, Ghosh, and Ali (2024) who updated context research This in the digital era, where costs acquisition customer new through digital channels have increase more from 40% since 2020.

The mechanism behind superiority economical retention This can explained through treadmill acquisition concept : when high churn rate , company must Keep going burn budget For replace leaving customers — only For maintain amount same customer , not For grow . Every direct churn reduction change dynamics This with allows reallocation budget from acquisition to development .

Discussion : Implications of the findings This for manager marketing is need For conduct an audit of allocation budget marketing . Many companies , especially digital startups, still allocate proportion excessive from budget they For acquisition customer new — a patterns that are academic proven not enough efficient compared to investment balanced between acquisition and retention .

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Data -Driven CRM is Bone The Backbone of Modern Retention Strategy

Study of literature latest (2019–2024) consistent positioning data -driven CRM as a strategy with impact the widest and most integrated in ecosystem retention customers . Rosário and Casaca (2023) in their systematic bibliometric review which included 61 articles from the Scopus database found that integrated CRM digitally appear as the most dominant factor in determine success retention , beyond loyalty programs conventional .

Ability analytic predictive in modern CRM — which allows detection early customer at risk of churn — to become differentiator main between successful company retaining its customer base and failing . Mikalef et al. (2023) shows that companies that integrate big data analytics into their their CRM system own level retention that averages 15–25% more tall compared to those who don't .

Discussion : In In the Indonesian context , the adoption of data- based CRM is still face challenge in the form of data fragmentation across platforms and limitations capacity analytics among company medium . Kurniawan and Mulyani (2024) noted that The effectiveness of CRM in Indonesian e-commerce is highly dependent on the quality and consistency of the data collected . from various digital touchpoints.

Personalization and Community Create Loyalty That Stands Out Against Competitors

Findings third show that loyalty that is built on base attachment emotional — through personalization and community — far more resilient to offer competitors compared to sheer loyalty based incentive financial . Rane, Choudhary, and Rane (2023) prove that AI - powered hyperpersonalization generates improvement significant satisfaction and loyalty , because customer feel understood as individual , not as segment .

Phenomenon This in a way theoretical can explained through psychological switching cost concept — costs psychological feelings customer when must start return connection with brand new . Community strong customer creates very high psychological switching costs Because displacement to competitors means lost No only products , but also networks social and identity that has woke up .

Discussion : The case studies of Amazon Prime and Starbucks Rewards illustrate with clear how the strategy combines mark functional (convenience , efficiency) with mark emotional (feeling of being part from community exclusive) produces level outstanding retention normal high . This model relevant For adapted by Indonesian companies operating in the market with characteristics strong collective .

Importance Ecosystem Integrated in Indonesia's Digital Context

Findings the specific fourth For the Indonesian context is that retention strategies are most effective in local digital markets is based on ecosystem integrated . Gojek/ GoTo super-app model demonstrate How integration extensive services creating a self-reinforcing network effect: increasingly Lots services used customer in One ecosystem , increasingly big the values they accept , and more and more difficult for they For leave ecosystem the .

GoPay play a role as an anchor layer in ecosystem this — a digital wallet that creates attachment financial beyond dimensions transactional usual . With balance stored in GoPay , customers own incentive active For Keep going use service in Gojek ecosystem . This is implementation real from switching cost concept based on very effective financial .

Discussion : Findings This implies that Indonesian companies operating on a larger scale small need adopt approach ecosystem in more version proportional — for example through partnership strategic with other platforms that are mutually complete , or through integration more services focus However deep integration compared wide However shallow .

Metrics Evaluation : Measuring Success of Retention Strategy

All identified retention strategies in study This only can validated its effectiveness through consistent and methodological measurement . Based on synthesis literature , there are five metrics the most frequent main recommended :

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TAB LE 1. Metrics Evaluation Retention Customer

METRIC	FORMULA / DEFINITION	INTERPRETATION
Customer Retention Rate (CRR)	((End Customers − New Customers) ÷ Initial Customers) × 100%	>85% generally considered Healthy
Net Promoter Score (NPS)	% Promoter (score 9–10) − % Detractor (score 0–6)	The more high , the higher strong loyalty
Customer Satisfaction Score (CSAT)	Average score satisfaction post-interaction	Indicator satisfaction point contact specific
Customer Effort Score (CES)	Convenience customer finish problem	Obstacle low → retention more Good
Repeat Purchase Rate	(Customer purchase ≥2× ÷ Total Customers) × 100%	Indicator loyalty behavior current

Reichheld (2003) emphasizes that NPS, although only One numbers , have very strong correlation with growth income term long Because He measure disposition most valuable customer : will For recommend . Customers who recommend is the smallest customer the possibility to churn.

CONCLUSION

Literature review systematic This produce a number of conclusion main mutual strengthen :

- Retention customer in a way consistent proven more superior in a way economy compared to acquisition customer new . With improvement retention by 5–7%, the company potential increase profitability up to 95% — a difficult ratio matched by an acquisition strategy wherever .
- No retention strategy single strategy is sufficient . The six identified strategies — loyalty programs , CRM, personalization , service full sales , community , and win-back campaigns — generate results best when implemented in a way integrated and customized with characteristics industry as well as segment customers served .
- Data is foundation from all modern retention strategies . Companies that do not invest in data infrastructure and capabilities analytic will difficulty implementing CRM strategies, personalization , and churn prediction in effective .
- Context local Indonesian needs adaptation strategic . Ecosystem model integrated as exemplified by Gojek/ GoTo , characteristics behavior Indonesian digital consumers , as well as word-of-mouth based role community must become consideration in designing contextual retention strategies .
- Consistent measurement is key strategy validation . CRR, NPS, CSAT, CES, and Repeat Purchase Rate are the minimum set of metrics that must be monitored in a way regular For ensure that investment retention generate measurable returns .

Study This own a number of necessary limitations recognized : study based studies literature No can catch nuances contextual only available through primary field data . Therefore that , research furthermore recommended For study the effectiveness of each retention strategy in the industry or segment more customers specifically in Indonesia through approach study mixed methods.

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