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REVIEW ARTICLE

CUSTOMER RELATIONSHIP MANAGEMENT: AN ANALYSIS ON LOYALTY AND SATISFACTION.

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SUMMARY

This research investigates customer relationship management, highlighting the importance of loyalty and satisfaction for the success of organizations. The study examines how the literature has discussed the topic of relationship marketing in terms of prospecting, maintaining, and establishing bonds with customers. To this end, the methodology of critical analysis of current literature was adopted, taking into account strategies and tools such as Customer Relationship Management (CRM), which enables personalized service and information integration, resulting in positive experiences for consumers. The results indicate the identification of effective practices in relationship management, in addition to suggesting improvements in business strategies. The research concludes that loyalty has a positive effect on financial performance, contributing to cost reduction and increased value over time.

Keywords: Customer loyalty; Marketing; Customer relationship.

CUSTOMER RELATIONSHIP MANAGEMENT: AN ANALYSIS OF LOYALTY AND SATISFACTION.

ABSTRACT

This research investigates the management of customer relationships, highlighting the relevance of loyalty and satisfaction for the success of organizations. The study verifies how the literature has discussed the topic of relationship marketing in the aspects of prospecting,

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maintenance and the obligations established with customers. To this end, the methodology of critical analysis of current literature was adopted, taking into account strategies and tools such as Customer Relationship Management (CRM), which enables the personalization of service and the integration of information, resulting in positive experiences for consumers. The results indicate the identification of effective practices in relationship management, in addition to suggesting the improvement of business strategies. The research concludes that loyalty has a positive effect on financial performance, contributing to cost reduction and increased value over time.

Keywords: Customer loyalty; Marketing; Customer relationship.

1. INTRODUCTION

In recent times, customer relationship management has gained prominence as a fundamental strategy for companies seeking to attract new consumers and, above all, maintain and retain existing ones. Customer relationship marketing contrasts with traditional approaches that focus on one-off sales, and prioritizes the creation of lasting bonds between the company and its customers. In this context, customer retention has become crucial to the sustainability of businesses, as loyal customers generate more value over time and are less susceptible to competitors and price fluctuations.

The literature highlights that, in addition to reducing operating costs, customer loyalty significantly impacts the financial performance of organizations. Tools such as Customer Relationship Management (CRM) play an essential role, integrating information from different sectors and offering a comprehensive view of consumer behavior. CRM allows companies to offer personalized experiences, meeting the specific needs of each customer, resulting in greater satisfaction and loyalty.

Authors such as Martins, Kniess and Rocha (2015) highlight that the implementation of relationship marketing strategies, especially through CRM, is essential to create a lasting competitive advantage in highly competitive sectors. The literature also highlights the importance of personalization and agility in service.

Rezende, Almeida and Pelissari (2019) state that offering personalized proposals and quickly meeting customers' needs is crucial to ensuring their loyalty.

However, the central question of this study is: how can companies implement loyalty strategies that not only meet customer expectations but also remain sustainable in the long term? To address this question, it is essential to explore relationship marketing practices that foster lasting bonds and encourage consumer loyalty.

Furthermore, it is important to investigate the application of technologies, such as CRM, which enable personalized service and improved customer experience. It is also important to consider external factors, such as competition and changes in consumer behavior, since these elements can directly impact the effectiveness of loyalty strategies. This analysis will allow us to understand how to balance customer needs with the viability of business actions, contributing to a stronger and more lasting relationship.

This article aims to conduct a literature review on strategies aimed at customer loyalty and how these influence consumer satisfaction and loyalty. The research will analyze the main tools and methods of relationship marketing, to understand how these practices are implemented to optimize customer retention and foster lasting relationships. Through a critical analysis of the current literature, we seek to understand how customer relationship management has become an essential tool for the success of organizations.

2. METHODOLOGY

This work adopts the exploratory and descriptive research type with a qualitative approach, using bibliographic review and content analysis methods to investigate customer relationship management practices, with an emphasis on loyalty and satisfaction. The study is based on the analysis of existing literature, based on academic articles and dissertations that discuss relationship marketing tools and their effectiveness in customer retention.

The data were obtained through documentary research on platforms such as Spell and SciELO, as well as books on the subject, where relevant texts were selected that explore the connection between relationship management and customer loyalty. The keywords-keywords used included “customer loyalty”, “CRM”, “marketing” and “customer relationship”. Strict exclusion criteria were adopted to select the articles, discarding publications that did not directly address the central theme of the research.

Content analysis was applied to identify and interpret the main ideas and trends in the selected studies, providing an in-depth understanding of the strategies and tools that stand out for strengthening bonds with consumers. The data collection was conducted using the content analysis technique, allowing the identification of categories and patterns in the approaches and findings of the literature. The objective is to present an overview of the relevance of relationship management in the formation of lasting bonds with customers, in addition to evaluating the direct effects on loyalty practices.

3. DISCUSSION AND RESULTS

3.1 FUNDAMENTALS OF CUSTOMER RELATIONSHIP MANAGEMENT

In today’s context, where companies face significant challenges due to increasing competition and constantly changing consumer preferences, the ability to cultivate strong relationships with customers has become a determining factor for organizational success. Thus, customer relationship management (CRM) is a practice that goes beyond the simple act of selling; it involves a deep understanding of consumers’ needs and expectations, enabling organizations to not only meet, but also exceed these expectations.

Customer relationship management refers to a set of practices, strategies and technologies that organizations implement to manage interactions and relationships with their consumers. This concept has become increasingly fundamental to the success of companies, especially in a highly competitive environment in which customer experience emerges as a strategic differentiator. Therefore, the essence of management lies in the in-depth understanding of customer needs, allowing companies to

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organizations adapt their approaches and strengthen ties with their consumer base, thus creating a cycle of loyalty that benefits both companies and customers.

The concept of CRM began to develop in the 1970s, driven by technological advances that allowed the digitization of consumer records. Initially, companies organized information in a simplified way, using basic systems. Although the tools were still limited, these innovations represented an important milestone, paving the way for the development of the advanced solutions we know today.

In the 1980s and 1990s, organizations began to value not only acquiring new customers, but also cultivating lasting relationships with existing ones. In this context, practices focused on collecting essential data, such as contact information and purchase history. As technology evolved, these practices became more sophisticated, including detailed analytics and segmentation, aimed at fostering customer loyalty.

Since the early 2000s, customer relationship management has become an essential pillar of business strategies, quickly adapting to the demands of an increasingly dynamic and globalized market. During this period, organizations have focused their efforts on investing in technology and training their teams. Understanding consumer behavior has become a priority, allowing companies to offer personalized experiences that increase customer satisfaction and loyalty. Personalization has gained prominence, especially in saturated markets, where consumers value offers that meet their specific needs.

As recent studies highlight, customer loyalty requires replacing traditional approaches with strategies focused on retention and loyalty. As exemplified in**Table 01** , the use of CRM has been essential in this process.

AUTHORS	ARTICLE	CENTRAL IDEAS	KEYWORDS
Cibeautiful Barsalini Martins; Claudia Terezinha Kniess; Rudimar Antunes da Rocha.	A study on the use of relationship marketing management tools with the client.	Importance of replacing the transactional approach with one focused on retention and loyalty with use of CRM.	Customer Loyalty; Relationships lasting; CRM;

Gracielle Antunes Cangussú Rezende; Geciane Silva Almeida; Hannah Nicchio Loriato; Anderson Soncini Pelissari.	Relationship between relationship marketing and loyalty of customers: a study in banking sector.	Highlights the importance of lasting customer relationships through personalization and of agility in responses,	Marketing; Quality of service; Personalization.
Antonio Carlos Extend; Galbert Gabriel Freitas Mendes; Daniela Luiza de Macedo.	The importance of marketing of relationship in the companies	Marketing strategies that guarantee satisfaction and loyalty in environments of intense competition.	Customer satisfaction; Success; Interactions.

Furthermore, it is important to note that the emergence of social networks and the expansion of digital platforms have revolutionized communication between companies and customers. These tools enable real-time interactions and immediate feedback, allowing organizations to quickly adjust their strategies, improving the consumer experience and strengthening loyalty to the company. Data analysis tools, especially those that use artificial intelligence, have become essential to anticipate consumer demands and offer more efficient personalization.

Therefore, customer relationship management goes beyond an operational practice, becoming a strategy that requires continuous innovation and adaptation. Faced with increasing competition and changing consumer preferences, it is essential that companies review their approaches to maintain competitiveness and relevance in the market. Understanding customer needs and improving the experiences offered is essential for the sustainable growth of organizations.

In this sense, CRM is an approach that aims to better understand and meet the needs of customers, both current and potential. This strategy involves the use of technology to collect and analyze customer data, ensuring more effective communication at all points of contact with the company, as pointed out by Peppers and Rogers:

> CRM is a business strategy focused on understanding and anticipating the needs of a company's current and potential customers. From a technological standpoint, CRM involves capturing customer data throughout the company, consolidating all data captured internally and externally into a central database, analyzing the consolidated data, distributing the results of this analysis to the various points of contact with the customer, and using this information when interacting with the customer through any point of contact with the company. (PEPPERS; ROGERS, 2001, p. 53).

This vision emphasizes the importance of using CRM to build solid and lasting relationships that generate mutual benefits and establish a cycle of loyalty and satisfaction between the customer and the organization.

3.2 CUSTOMER RELATIONSHIP MANAGEMENT (CRM) AND ITS STRATEGIC RELEVANCE

Customer Relationship Management, or CRM, is a widely recognized concept in the modern business context. This approach refers to a set of strategies and tools that companies use to establish and maintain strong and lasting connections with their consumers. CRM goes beyond simply coordinating interactions, promoting continuous and deep engagement, essential to stand out in a highly competitive market (Matos, 2020). In this sense, customer relationship management can improve the way companies relate to them, making these contacts more personalized and efficient, as Kotler highlights:

> I believe that the right type of CRM is a positive development for companies and society as a whole, as it will humanize relationships, contribute to the more effective functioning of markets and offer better solutions for customers. (KOTLER, 2003, p. 87)

In practice, CRM is a structured set of processes and practical actions, integrating the principles of relationship marketing into business operations. It involves people, methods and systems that aim to optimize communication and operational efficiency. This strategic integration connects sales targets with logistics operational processes, facilitating effective collaboration between internal departments, such as sales and marketing, and external stakeholders, such as customers and suppliers. The goal is not only to manage data, but to transform it into a competitive advantage (Mendonça; Terra, 2017).

To successfully implement CRM processes, it is essential to classify consumers based on criteria defined by relationship marketing. This strategy not only allows each group to receive appropriate service, but also allows for a deeper understanding of the expectations, behaviors and preferences of each segment. By applying CRM processes, companies can then facilitate the creation of products that meet these specific needs.

The implementation of CRM is a strategic tool that enables greater personalization and integration of processes, as demonstrated in the studies presented in **Table 02** :

AUTHORS	ARTICLE	CENTRAL IDEAS	KEYWORDS
Leonardo Augusto Amaral Land.	Advantages of implementation of CRM in industry: a multihull analysis.	How CRM enables personalization and increases loyalty, providing a differential competitive.	Personalization; Profitability; Interactions.
Christiane de Miranda and Silva Correira; Flavio Zola Santiago; Jose Roberto Domingues; Juliano Franco and Silva Amaral; Leonardo Arruda Ribas.	CRM in organizations.	Collecting consumer data to improve satisfaction and loyalty, with cultural and technological adaptation.	Globalization; Behavior of consumer; Development technological.
Bianca Bozon Moreira; Lucia Regina Borges Sergio.	Sales and marketing: together in the search for customer satisfaction.	Cross-sector cooperation between marketing and sales to understand and meet customer needs since the conception of the product.	Meaningful relationships; Customer needs; Cooperation.
Andrew Weber; Mauricio Barth.	Relationship Marketing and logistics in trade electronic.	Integration between marketing and logistics to convert online interactions into satisfactory experiences.	Integrated logistics; Sales; Online experiences.

Furthermore, CRM practices are responsible for monitoring the performance and profitability of each client, which consequently contributes to the continuous improvement of classification strategies. Therefore, efficient classification not only broadens the understanding of the target audience, but also enhances marketing and sales initiatives, allowing companies to adjust their offers and communication strategies more assertively.

Customer relationship management tools are crucial for storing and centralizing relevant information from a variety of sources, including purchase history, customer service, social media engagement, and product interactions. Consolidating this data into a unified platform provides fast, efficient access to multiple teams, enabling a comprehensive understanding of customer needs.

customers and enabling more personalized approaches (Correia; Santiago; Domingues; Amaral; Ribas, 2005). This not only improves the consumer experience, but also provides a connection with the brand, ensuring a more solid and advantageous relationship in the long term.

3.3 IMPACTS OF CUSTOMER LOYALTY AND SATISFACTION ON ORGANIZATIONAL PERFORMANCE

Retaining customers is essential for the growth and financial sustainability of companies, directly impacting their operational and competitive results. Investing in long-term relationships with consumers not only ensures stable revenues, but also reduces operational costs and increases value over time. Studies show that organizations that prioritize prevention strategies can significantly improve their profit margins. Customer loyalty creates a constant cycle of benefits, boosting financial performance and providing a solid competitive advantage.

According to Griffin (1988), customer satisfaction is essential for the success of any company. However, it alone does not guarantee loyalty. True loyalty arises from the ongoing commitment to understanding and meeting customers' needs, always seeking to exceed their expectations. This requires quality service combined with strategies that create deeper and more lasting connections. Thus, only when consumers perceive that the company truly cares about adding value and providing positive experiences, can the bond of trust and commitment be developed.

Before understanding customer satisfaction, it is important to consider the relationship between their expectations and perceptions. The balance between what they expect and how they perceive the service or product received has a direct impact on their satisfaction. If expectations are too high, the risk of frustration increases, but a positive perception can reverse this situation, generating satisfaction, according to Almeida:

> The higher the expectation (preview of the level of service), the greater the possibility of the customer becoming frustrated and therefore dissatisfied; The greater the perception (positive perception) of the customer, the greater the possibility of the customer being satisfied. Or we can also

> say that: Customer satisfaction is directly proportional to their perception, that is, the greater the perception, the greater the customer satisfaction. Customer satisfaction is inversely proportional to their expectations, that is, the greater the expectations, the greater the possibility of the customer being dissatisfied or frustrated (ALMEIDA, 1993, p. 121).

Customer satisfaction is essential to ensure that customers continue to buy from a company. When a product or service meets or even exceeds the consumer's expectations, they tend to become loyal to the brand, creating a more positive relationship. In this sense, Kotler highlights:

> The buyer's satisfaction after making a purchase depends on the performance of the offer in relation to their expectations. Satisfaction consists of the feeling of pleasure or disappointment resulting from comparing the perceived result of a product in relation to the buyer's expectations. (KOTLER, 2002, p. 56).

It is also important to understand that customer satisfaction is directly related to the ability of companies to meet their needs, preferences and expectations. When a customer purchases a product or service, they evaluate the value they received and make decisions based on this perception. If the evaluation is positive, satisfaction is generated, which becomes the basis for the loyalty process. This evaluation cycle is essential to establish a lasting bond with the company, because the more aligned the service is with the customer's expectations, the greater the likelihood of loyalty.

According to Kotler (1996), customers who are satisfied with a company's services are more likely to become loyal, as their satisfaction is directly related to the quality of the service they receive. When needs and demands are met efficiently, customers tend to return to the organization in search of the same positive experience they had previously. This idea highlights the importance of quality service in building customer loyalty to the company.

In this context, it is essential to highlight that loyal customers make frequent purchases and tend to recommend the brand to others, which ends up generating natural and sustainable growth. This type of relationship allows the company to invest less in campaigns to win new customers, focusing on improving the experience and satisfaction of existing customers. This situation creates a strong bond between the consumer and the brand, making it more difficult for competitors to take action.

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In the digital context, practices such as using social networks for engagement and feedback are essential to strengthen ties with customers, as shown in**Table 03** :

AUTHORS	ARTICLE	CENTRAL IDEAS	KEYWORDS
Monize Sâmara Visentini; Liara Laís Scheid; Fernanda Bard Chagas.	Analysis of the main stores e-commerce in the country from the perspective of digital marketing on social networks virtual.	Importance of networks social for deep engagement and reputation management through feedbacks.	Feedback; Reputation; Marketing digital.
Thiago France Bustamante; Ina Futino Barrett.	Social media as a tool for new business and customer relationship: a case study with a service company telecommunications.	Social media engagement will beyond superficial metrics, promoting genuine interactions and emotional.	Social networks; Connection emotional; Engagement.
Bianca Bozon Moreira; Lucia Regina Borges Sergio.	Sales and marketing: together in the search for customer satisfaction.	Cross-sector cooperation between marketing and sales to understand and meet customer needs since the conception of the product.	Meaningful relationships; Customer needs; Cooperation.

Furthermore, a well-executed service, combined with the implementation of efficient processes and the use of tools such as CRM, which places the customer at the center of strategies, contributes significantly to strengthening ties with the company. This approach not only encourages customers to return, but also favors the stability and growth of the organization. With a well-structured customer base, the company can better plan its actions and respond quickly to market changes, thus consolidating its position and competitiveness in the sector.

Customer loyalty and satisfaction have a direct and essential impact on the performance of companies. When consumers feel satisfied with the service and experience provided by the brand, they tend to become more loyal, returning to buy and recommending the company to others. This not only ensures a steady stream of sales, but also reduces the costs associated with acquiring new customers, as the company can rely more on its existing customer base. As a result, companies can improve their profit margins and establish a solid customer base.

Likewise, organizations that prioritize satisfaction and loyalty tend to build stronger relationships with their customers, and this generates a positive cycle for the business. Loyal customers buy more frequently and are generally willing to pay a higher price for the quality they receive. Customers end up remaining loyal to a company due to the convenience of purchasing its products or services, since switching to another option would involve a high cost. In certain cases, they choose to pay a slightly higher price, rather than worrying about looking for cheaper alternatives (Troncoso, 1993). Therefore, this investment in customer relationships is essential for the success and sustainable growth of the organization.

3.4 BEST PRACTICES IN RELATIONSHIP MARKETING STRATEGIES

To strengthen customer relationships, it is essential that companies adopt a personalized approach to effectively treat their most important customers. The idea of relationship marketing argues that these customers deserve ongoing attention, with interactions that go beyond the simple purchasing process. Let's look at Kotler's understanding:

> Relationship marketing is based on the premise that important customers need to receive ongoing attention. Salespeople who work with key customers must do more than just call on them to pick up orders. They must be visited on other occasions, invited to dinner, given suggestions about their business, and so on. Salespeople must monitor these customers, learn about their problems, and be ready to serve them in a variety of ways. (KOTLER, 1996, p. 611)

Relationship marketing focuses on creating unique experiences for each customer, taking into account their preferences, needs and behaviors. Organizations that apply this strategy effectively are able to build bonds of trust and gain loyalty with their customers. Personalization can be achieved through various tools, such as using data for market classification, campaigns targeted at different customer groups and offering promotions that meet the interests of each customer.

In addition, fast and efficient service is crucial to improving customer relationships. In an increasingly competitive and constantly changing environment, consumers expect quick responses and immediate solutions to their demands. Companies that are dedicated to efficient service and that demonstrate care for the customer experience tend to stand out in the market, which can be achieved through communication channels such as chatbots, social media support, and support teams to resolve issues quickly. In this context, Augusto and Júnior highlight:

> Relationship marketing, when applied well, using tools such as technology, can provide benefits such as increased customer retention and loyalty, through long-term relationships with the company. This enables greater profitability per customer, in contrast to the high costs of attracting new customers (AUGUSTO; JÚNIOR, 2015, p. 6 and 7).

In this way, quality service can be described as that which is prepared to meet customer expectations, focusing on essential aspects such as initiative, commitment and transparency. Efficiency in service, as already mentioned, is an important indicator of quality, also functioning as a vital competitive advantage for customer satisfaction and the construction of lasting relationships (Lima, 2006).

However, it is also important to keep in mind the obstacles that companies face when implementing these relationship marketing strategies. Data management can be complex, there is a risk of information overload and the need to constantly train teams to ensure good service. In other words, these issues require planning and commitment. Furthermore, in a context of digital transformation, organizations need to be prepared to keep up with changes in consumer expectations, who are increasingly seeking authenticity in their interactions.

Thus, establishing a lasting relationship with the customer goes beyond making a simple sale; it is necessary to create personalized experiences and provide fast and clear service (Freemantle, 1994). Companies that invest in quality practices, attention to detail and the intelligent use of technology not only manage to retain their customers, but also reinforce their image in the market.

4. FINAL CONSIDERATIONS

Marketing practices focused on customer relationships have proven to be increasingly essential for companies, especially in a scenario where competition is intense and technologies are constantly changing. The research revealed that investing in customer retention and adopting management tools, such as Customer Relationship Management (CRM), is essential to create a closer connection with the public and offer a personalized experience. The results also show that these strategies help to strengthen customer relationships and increase the value and image of the brand.

Likewise, by investing in a closer relationship with customers, companies tend to stand out, since consumers prefer brands that genuinely care about their needs, and most of the time, they don't mind paying for services with higher prices as long as their expectations are met. This creates a positive cycle, where loyal customers help the business grow.

The study also showed how important social media is for creating more direct communication with consumers. It helps to strengthen the company's image, allowing it to connect more personally with its audience, which makes customers feel more valued and increases the likelihood of their loyalty, since they can interact with the brand in a more practical and personalized way.

On the other hand, companies need to be constantly aware of changing customer needs and emerging technologies. The market is constantly changing, and for relationship marketing strategies to continue to work properly, it is necessary to keep up with these changes and adapt quickly. This ensures that the company can maintain relevance and customer satisfaction in the long term.

In short, effective customer relationship management is a very important competitive differentiator for organizational success. When well implemented, marketing strategies not only promote loyalty, but also increase customer satisfaction, creating a cycle of continuous growth for the business. In order to achieve this, it is essential that companies adopt appropriate technologies, such as CRM tools, that allow monitoring and personalization of service. In addition, investing in ongoing training of employee teams is essential.

essential to ensure that strategies are applied with excellence and that communication with the client is always effective and aligned with their expectations.

Furthermore, organizations must commit to regularly monitoring the results of these actions, adjusting their strategies as necessary to optimize the customer experience. The ability to adapt and constantly analyze consumer feedback are decisive factors for relationship marketing practices to remain relevant and effective. This constant monitoring, combined with the strategic use of technology, allows companies to stand out in the market, build customer loyalty and strengthen their position against the competition.

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