Evaluating the Role of CRM Strategies and Retail Customer Experience in Enhancing Satisfaction and Retention

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Abstract: This study examines how Customer Relationship Management (CRM) approaches affect customer satisfaction and retention, and how retail customer experience affects satisfaction criteria. This study identifies the key factors that affect customer loyalty and offers insights for companies seeking to improve customer engagement and strengthen relationships. A systematic questionnaire was used for the survey. Data was collected offline and online. Participant selection used convenience and random sampling. Data analysis employed 315 replies. Effective Customer Relationship Management (CRM) tactics boost customer satisfaction and retention by fostering personalised connections and trust, according to studies. Positive retail consumer experiences boost satisfaction and brand loyalty. Companies that combine CRM with great in-store experiences retain customers and stay ahead. This study is limited to Bangalore, which may limit its applicability to other cities with different consumer habits, market dynamics, and business ecosystems. The results may not capture the many cultural, economic, and demographic factors that affect consumer happiness and retention in other environments. Different retail infrastructure and CRM deployment beyond Bangalore may further alter the generalisability of these findings. Future studies should use a broader geographical context for more comprehensive results. This study links Customer Relationship Management (CRM) effectiveness to retail customer experience, offering practical solutions to improve customer happiness and retention.

Keywords: Customer Relationship Management; Customer Satisfaction; Customer Retention; Retail Experience; Consumer Behaviour; Loyalty Strategies; Customer Engagement.

1. Introduction

In the contemporary competitive business environment, customer satisfaction and retention have emerged as paramount determinants of sustainable growth [4]. Organisations are increasingly implementing Customer Relationship Management

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(CRM) strategies to enhance customer engagement, personalise interactions, and cultivate enduring relationships [23]. Proficient CRM methodologies enable enterprises to scrutinise customer behaviour, forecast customer requirements, and improve service quality, ultimately resulting in higher levels of satisfaction and loyalty [22]; [4]. However, an exclusive reliance on CRM may be insufficient, as the retail customer experience significantly affects consumer perceptions and purchasing decisions [8]. Retail establishments serve as essential touchpoints where customers engage directly with brands, making their experiences at these venues critical to overall satisfaction [11]; [2]. Elements such as store ambience, staff demeanour, product availability and service efficiency play a substantial role in shaping the customer's perception of a brand. A favourable retail experience not only augments immediate satisfaction but also promotes repeat patronage and long-term loyalty [6]; [32]. In contrast, a detrimental experience can dissuade customers and result in elevated churn rates, even if an organisation employs robust CRM strategies [29]; [2]. The objective of this study is to assess the efficacy of CRM strategies in enhancing customer satisfaction and retention, and to investigate the effects of the retail customer experience on overall satisfaction metrics [3]. By focusing on enterprises in Bangalore, this research aims to identify key determinants of customer loyalty and to offer actionable insights for businesses to refine their CRM methodologies and in-store experiences [7]. Even though this examination yields significant insights, its focus is solely on Bangalore, which could limit the transferability of the findings [20]. Future inquiries could expand to additional geographic regions to achieve a more comprehensive understanding of CRM effectiveness and the influence of retail experience [41]. This investigation contributes to the widening discussion of customer-oriented business tactics and their relevance to maintaining a competitive edge.

2. Review of Literature

2.1. CRM Strategies

Customer Relationship Management (CRM) strategies are pivotal for enterprises striving to enhance customer satisfaction, cultivate loyalty, and sustain enduring profitability [15]; [2]. These methodologies encompass the application of advanced technology, comprehensive data analysis, and individualised interactions to discern customer preferences, enhance service delivery mechanisms, and strengthen engagement [6]. A fundamental CRM strategy is customer segmentation, which entails classifying consumers based on demographic characteristics, purchasing behaviour, and personal preferences [34]; [37]; [2]. This practice enables enterprises to customise marketing initiatives and proffer tailored recommendations. Another essential strategy is data-driven decision-making, in which organisations utilise customer insights to anticipate trends, optimise product offerings, and elevate service quality [39]. The implementation of omni-channel communication is equally crucial, guaranteeing a seamless interaction across diverse platforms, such as social media, email, chat and physical store environments [33]; [18]. This approach not only enhances customer convenience but also fosters brand allegiance. Furthermore, the management of customer feedback empowers organisations to perpetually refine their services by addressing client concerns and elevating satisfaction levels [18]. Loyalty programs and exclusive incentives further reinforce customer retention by motivating repeat transactions [27]. Organisations also adopt proactive customer service, deploying AI-driven chatbots and real-time support to enrich the customer journey. By combining these CRM strategies, businesses can cultivate meaningful relationships, increase customer lifetime value, and secure a competitive advantage in the marketplace.

2.2. Customer Satisfaction

Customer satisfaction constitutes a pivotal determinant of corporate success, encapsulating the degree to which an organisation fulfils or surpasses the expectations of its clientele [26]; [27]. It exerts a profound influence on customer loyalty, purchase frequency, organic word-of-mouth promotion, and the brand's overall reputation [12]. Customers who express satisfaction are considerably more inclined to revisit, endorse the brand to others and cultivate a sustained affiliation with the enterprise [22]; [7]. Multiple elements contribute to customer satisfaction, encompassing product quality, service effectiveness, pricing structures, and the overall customer experience. In a retail context, factors such as the store atmosphere, employee conduct, product accessibility, and transactional simplicity significantly affect customer perceptions [30]. Tailored interactions, prompt issue resolution, and post-purchase assistance also play vital roles in shaping satisfaction levels [28]. Enterprises employ an array of methodologies to gauge customer satisfaction, including feedback surveys, Net Promoter Scores (NPS), online testimonials and analysis of complaint resolutions [33]; [35]. Such insights empower organisations to identify their strengths and areas for improvement, enabling them to refine their strategies to better serve their customers. Customer Relationship Management (CRM) strategies bolster customer satisfaction by facilitating personalised engagement, predictive recommendations, loyalty initiatives, and cohesive services across diverse channels [21]. An adeptly executed CRM framework augments the customer journey, rendering interactions more convenient, pertinent and pleasurable [13]. Ultimately, elevated customer satisfaction correlates with enhanced customer retention, diminished attrition rates and sustained profitability [35]. By continually enhancing their services and maintaining an unwavering focus on customer-centric strategies, enterprises can strengthen their market position and cultivate robust, enduring relationships with their customers.

2.3. Customer Retention

Customer retention denotes a firm's capacity to sustain enduring relationships with its clientele while promoting repeated transactions [16]; [5]. This phenomenon is a pivotal element in the pursuit of sustainable expansion, as retaining existing customers is often more cost-effective than acquiring new customers [41]; [35]. Elevated customer retention levels correlate with greater brand loyalty, higher customer lifetime value, and enhanced profitability metrics [28]. Numerous factors influence customer retention, including product excellence, service reliability, personalised interaction, and the overall customer experience. Enterprises that consistently deliver value, promptly address customer inquiries, and implement loyalty initiatives demonstrate a heightened propensity to retain their clientele [25]; [17]. Customer Relationship Management (CRM) strategies are instrumental in fostering retention by facilitating the tracking of customer preferences, anticipating their requirements and sustaining substantial interactions [26]; [24]. Efficient retention methodologies comprise personalised marketing tactics, reward schemes, proactive customer support and integrated multi-channel communication [30]; [39]. By engaging customers through customised offerings, timely follow-ups, and exclusive incentives, companies can strengthen relationships and encourage ongoing patronage. Contented and loyal customers not only contribute to repeat transactions but also serve as brand advocates, thereby influencing prospective customers through positive word-of-mouth endorsements [1]; [40]. In a competitive marketplace, prioritising customer retention ensures long-term stability, reduces churn rates, and enhances overall organisational success.

2.4. Customer Experience

Customer experience refers to the comprehensive perception a consumer has of a brand, shaped by their interactions across diverse touchpoints. It encompasses every phase of the consumer journey, ranging from initial awareness and acquisition to post-sale support and sustained engagement [38]; [18]. An affirmative customer experience enhances satisfaction, cultivates loyalty, and drives business expansion, whereas a negative experience may lead to customer attrition and negative word of mouth [34]. Numerous factors contribute to shaping the customer experience, including service quality, ease of transactions, personalisation, employee demeanour, store environment, and digital interactions [31]. In a retail context, elements such as product availability, cleanliness, queue management and in-store assistance play a pivotal role in shaping customers' perceptions of a brand [9]; [27]. Likewise, in digital environments, fluid website navigation, prompt response times and tailored recommendations significantly enhance customer engagement. Implementing Customer Relationship Management (CRM) strategies is fundamental to elevating the customer experience through data analytics, automated processes, and communication across multiple platforms [10]. Personalised marketing, proactive issue resolution and the integration of customer feedback facilitate the creation of a cohesive and engaging experience [19]; [29]; [36]. Organisations that allocate resources toward AI-powered chatbots, real-time assistance and omni-channel interactions can offer a more interconnected and convenient customer journey [2]. A meticulously devised customer experience strategy not only elevates immediate satisfaction but also fortifies enduring relationships [14]; [4]. By consistently fulfilling and surpassing customer expectations, organisations can bolster brand loyalty, stimulate repeat purchases and secure a competitive edge in the marketplace.

3. Research Methodology

3.1. Research Context

The investigation examines the importance of Customer Relationship Management (CRM) strategies and the retail customer experience in fostering satisfaction and retention in Bangalore's vibrant retail landscape. As enterprises increasingly emphasise customer-centric methodologies, it becomes imperative to understand how personalised interactions and in-store experiences influence consumer loyalty. This study offers valuable insights into optimising CRM and retail strategies to foster sustainable customer relationships and drive business success.

3.2. Objectives for the Study

- To assess the effectiveness of CRM strategies in enhancing customer satisfaction and retention.
- To examine the impact of customer experience at a retail outlet on the level of satisfaction.

3.3. Hypothesis of the Study

- **H_{01}:** There is a significant difference in the effectiveness of CRM strategies in enhancing customer Satisfaction.
- **H_{02}:** There is a significant difference in the effectiveness of CRM strategies in enhancing customer Retention.
- **H_{03}:** There is a significant impact of Customer experience at the retail outlet on the level of satisfaction.
- **H_{04}:** There is a significant relationship between customer experiences at retail outlets and customer satisfaction.

Table 1: Distribution of CRM strategies

	Service Category	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Loyalty programs	69	21.9	21.9	21.9
	Mobile app services	51	16.2	16.2	38.1
	personalised discount/coupons	68	21.6	21.6	59.7
	Feedback mechanism	72	22.9	22.9	82.5
	Customer support via chat/call	55	17.5	17.5	100.0
	Total	315	100.0	100.0	

4. Data Analysis and Interpretation

This part presents the findings from our detailed analysis of customer relationship management strategies used by organised retail units across Bangalore to achieve customer retention, focusing on the customer shopping experience in the outlet and their satisfaction level. For this, the researcher collected data, including responses from 315 customers on the effectiveness of CRM strategies in enhancing customer satisfaction and their shopping experience, as well as their retention perceptions. The objective was the same: to examine and assess the effectiveness of CRM strategies in enhancing customer satisfaction and retention, as well as the impact of customer experience on customer satisfaction. The data were processed and analysed using statistical methods, including percentage analysis, descriptive statistics, one-way ANOVA, and regression analysis, to identify precise relationships and variances among variables (Figure 1).
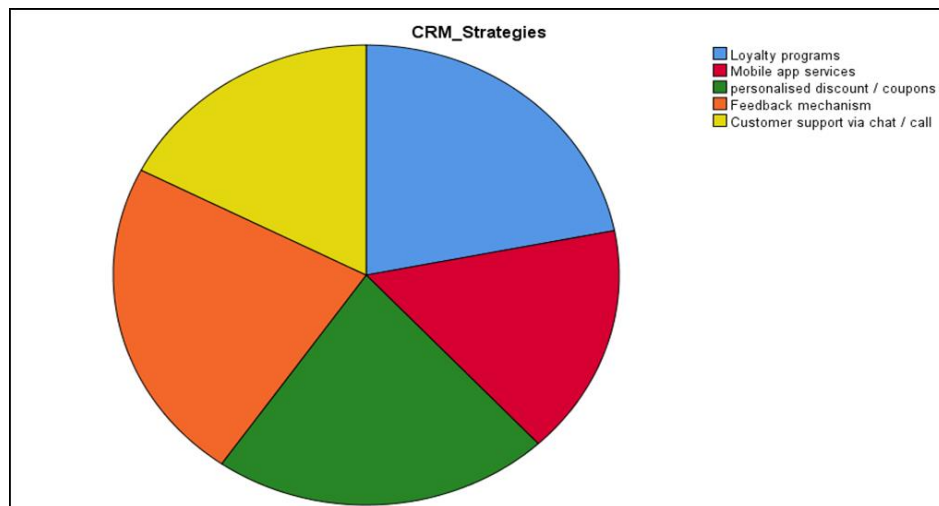

Figure 1: Chart showing the distribution of CRM strategies

Table 1 illustrates how organisations implement diverse CRM strategies to improve customer relationships. Among these strategies, the feedback mechanism is the most prevalently utilised (72 responses, 22.9%), underscoring the critical nature of soliciting customer insights for service enhancement. Loyalty programs (69 responses, 21.9%) and tailored discounts/coupons (68 responses, 21.6%) are also extensively embraced, reflecting a robust emphasis on customer retention through incentivization. Customer support via chat/call (55 responses, 17.5%) and mobile application services (51 responses, 16.2%) significantly facilitate smooth interactions and client accessibility. In summary, these strategies collectively form a holistic CRM framework, with organisations prioritising customer feedback, loyalty and customised engagement to improve customer satisfaction and retention.

Table 2: Descriptive statistics of responses towards the statement for customer satisfaction

Statements	N	Minimum	Maximum	Mean	Std. Deviation
I am satisfied with my retail experience at this store.	315	1.00	5.00	2.9968	1.39265
I am satisfied with my decision to shop at this store.	315	1.00	5.00	2.8508	1.38921
I am satisfied with the service I receive from this store.	315	1.00	5.00	2.8857	1.45625
Overall, this retail store meets my expectations.	315	1.00	5.00	2.9492	1.35814
This retail experience did not work out as I had planned.	315	1.00	5.00	2.9238	1.40764
Valid N (listwise)	315				

Table 2 shows descriptive statistics indicating that customers (N=315) demonstrate moderate satisfaction with their retail experience, with feedback predominantly neutral or slightly positive. The highest mean score (2.9968) for the statement "I am satisfied with my retail experience at this store" indicates that the majority of customers neither strongly agree nor disagree regarding their overall experience. In a similar vein, satisfaction with the decision to shop at the store (2.8508) and with the quality of service received (2.8857) reflects a combination of agreement and neutrality, illustrating diverse perceptions. The statement "Overall, this retail store meets my expectations" carries a mean of 2.9492, further emphasising the neutral position. Notably, the statement "This retail experience did not work out as I had planned" has a mean of 2.9238, suggesting that although some customers encountered issues, the majority do not strongly concur that their experience was unsatisfactory. The standard deviations (ranging from 1.35 to 1.45) underscore significant variation in customer perspectives, indicating that while many individuals express satisfaction, some have had negative experiences. In summary, the findings indicate that customer satisfaction is moderate, with opportunities to enhance service quality, the shopping experience, and expectation management.

Table 3: Descriptive statistics of responses towards the statement for customer retention

Statements	N	Minimum	Maximum	Mean	Std. Deviation
The preferred retail store would be your first choice if you were going to purchase today	315	1.00	5.00	2.9333	1.41151
How likely are you to continue your relationship with the preferred retailer	315	1.00	5.00	2.8190	1.39458
Would you recommend your preferred retailer as the best retail store in the area	315	1.00	5.00	2.8698	1.41383
You would encourage your friends and family to do business with your preferred retail store	315	1.00	5.00	3.0222	1.42414
You have said positive things about your preferred retailer to others	315	1.00	5.00	2.9810	1.39823
The relationship with your preferred retail store is important for you	315	1.00	5.00	3.0095	1.43097
Your retail store would always remain your first choice for retail services	315	1.00	5.00	2.8190	1.34814
Valid N (listwise)	315				

Table 3 presents descriptive statistics on customer retention, indicating moderate loyalty, with responses predominantly skewed towards neutrality or slight agreement. Given the scale arrangement, where one indicates Strongly Agree, and 5 indicates Strongly Disagree, a lower mean score indicates stronger agreement. The minimal mean scores are recorded for the statements "How likely will you continue your relationship with the preferred retailer" (2.8190) and "Your retail store would always remain your first choice for retailing services" (2.8190), suggesting that respondents generally concur that they are likely to maintain their relationship with the retailer and regard it as their primary choice. Likewise, the statement "Would you recommend your preferred retailer as the best retail store in the area" (2.8698) indicates that while some customers are inclined to endorse the store, a significant number remain neutral or only slightly agree. Conversely, statements with elevated mean scores, such as "You would encourage your friends and family to do business with your preferred retail store" (3.0222) and "The relationship with your preferred retail store is important for you" (3.0095), suggest that respondents are leaning towards neutrality, implying that while they do not strongly disagree, they also exhibit a lack of robust commitment to promoting or valuing their association with the store. The statement "You have said positive things about your preferred retailer to others" (2.9810) falls within a similar spectrum, indicating that customers are not fervently advocating for the store. The standard deviations (ranging from 1.34 to 1.43) underscore a considerable variation in responses, indicating that while some customers exhibit loyalty, others display indifference or even dissatisfaction. Overall, the findings imply that customers are somewhat inclined to continue their relationship with the retailer but lack significant enthusiasm to recommend or advocate for it, thereby highlighting an opportunity for businesses to enhance customer engagement and foster long-term loyalty.

Table 4: Descriptive statistics of responses towards the statement for customer experience

Statements	N	Minimum	Maximum	Mean	Std. Deviation
I enjoyed shopping at this store.	315	1.00	5.00	3.1143	1.46497
The retail experience was interesting.	315	1.00	5.00	3.0254	1.39585
I am happy with my retail experience.	315	1.00	5.00	3.0698	1.37825
The retail experience was boring.	315	1.00	5.00	2.9111	1.46456
I felt relaxed while shopping in this store.	315	1.00	5.00	2.9556	1.39309
I was excited to shop in this store.	315	1.00	5.00	3.0349	1.44828
Valid N (listwise)	315				

Table 4 presents an analysis of customer experience, revealing a neutral to mildly positive perception of the shopping experience. Utilising a 1-5 scale (1 = Strongly Agree, 5 = Strongly Disagree), a lower mean score signifies a stronger level of agreement. The statements "I enjoyed shopping at this store" (3.1143), "I am happy with my retail experience" (3.0698) and "I was excited to shop in this store" (3.0349) exhibit mean values slightly exceeding 3, suggesting a neutral position with a minor inclination towards agreement. In a similar vein, "The retail experience was interesting" (3.0254) suggests that while some customers found the experience engaging, many remained indifferent. In contrast, the statement "The retail experience was boring" (2.9111) has the lowest mean, indicating that customers generally disagree with the notion that their shopping experience was dull, though responses show variability.

Similarly, "I felt relaxed while shopping in this store" (2.9556) implies a slight tendency towards agreement, suggesting that customers predominantly experienced a sense of ease while shopping. The standard deviations (ranging from 1.37 to 1.46) reflect substantial variation in customer experiences, indicating that while some customers reported positive interactions, others expressed dissatisfaction. Collectively, the findings imply that customers neither strongly agree nor strongly disagree with the statements, suggesting a moderate shopping experience that could benefit from enhancements to create a more engaging and enjoyable store environment. Objectives 1: To assess the effectiveness of CRM strategies in enhancing customer satisfaction and retention.

4.1. One-Way ANOVA

To test the above hypothesis about the first objective of the study, a one-way ANOVA is employed to determine the difference in effectiveness in each CRM strategy, such as loyalty programs, Mobile app services, personalised discount/coupons, Feedback mechanism, and Customer support via chat / call in enhancing customer satisfaction and also customer retention (Table 5).

4.1.1. Hypothesis Test 1

- **H0:** There is no significant difference in the effectiveness of CRM strategies in enhancing customer Satisfaction.
- **H1:** There is a significant difference in the effectiveness of CRM strategies in enhancing customer Satisfaction.

Table 5: Summary of test results of ANOVA

Customer Satisfaction					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	9.256	4	2.314	5.974	.000
Within Groups	120.072	310	.387		
Total	129.327	314			

Table 6 shows the findings of Levene's Test for customer satisfaction. It tests variances using multiple statistical methods, such as the mean, median, modified median, and trimmed mean. All significance values are more than 0.05, which means that the assumption of homogeneity of variances is true.

Table 6: Test of homogeneity of variances

	Test Type	Levene Statistic	df1	df2	Sig.
Customer satisfaction	Based on Mean	.802	4	310	.525
	Based on Median	.763	4	310	.550
	Based on median and with adjusted df	.763	4	306.105	.550
	Based on the trimmed mean	.804	4	310	.523

The hypothesis tests the difference in effectiveness of CRM strategies in enhancing customer Satisfaction. The table summarises one-way ANOVA results and the Levene test for homogeneity of variance. The ANOVA results suggest that the enhancement of customer satisfaction due to effectiveness across the different CRM strategies differs significantly ($F_{(4, 310)} = 5.974$, $p = .000$). Given that the p-value falls below the significance thresholds of 0.05 and 0.01, the researcher accepts the alternative hypothesis. Therefore, there is a significant difference in the effectiveness of CRM strategies in enhancing customer Satisfaction.

Table 7: Multiple comparisons

Dependent Variable: Customer satisfaction							
Tukey HSD							
(I) CRM Strategies	**(J) CRM Strategies**	**Mean. Diff (I-J)**	**Std. Error**	**Sig.**	**95% Confidence Interval**		**S/NS At 0.01/ 0.05 level**
					Lower Bound	**Upper Bound**	
Loyalty programs	Mobile app services	-.12975	.11493	.791	-.4451	.1856	NS
	personalised discount/coupons	.23789	.10635	.169	-.0539	.5297	NS
	Feedback mechanism	.02597	.10485	.999	-.2617	.3137	NS
	Customer support via chat/call	.37592*	.11250	.008	.0672	.6846	S
Mobile app services	Loyalty programs	.12975	.11493	.791	-.1856	.4451	NS
	personalised discount/coupons	.36765*	.11529	.014	.0513	.6840	S
	Feedback mechanism	.15572	.11390	.649	-.1568	.4683	NS
	Customer support via chat/call	.50567*	.12098	.000	.1737	.8376	S
personalised discount/coupons	Loyalty programs	-.23789	.10635	.169	-.5297	.0539	NS
	Mobile app services	-.36765*	.11529	.014	-.6840	-.0513	S
	Feedback mechanism	-.21193	.10524	.262	-.5007	.0768	NS
	Customer support via chat/call	.13802	.11286	.738	-.1717	.4477	NS
Feedback mechanism	Loyalty programs	-.02597	.10485	.999	-.3137	.2617	NS
	Mobile app services	-.15572	.11390	.649	-.4683	.1568	NS
	personalised discount/coupons	.21193	.10524	.262	-.0768	.5007	NS
	Customer support via chat/call	.34995*	.11145	.016	.0441	.6558	S
Customer support via chat/call	Loyalty programs	-.37592*	.11250	.008	-.6846	-.0672	S
	Mobile app services	-.50567*	.12098	.000	-.8376	-.1737	S
	personalised discount/coupons	-.13802	.11286	.738	-.4477	.1717	NS
	Feedback mechanism	-.34995*	.11145	.016	-.6558	-.0441	S
*. The mean difference is significant at the 0.05 level.							

Table 7 summarises multiple comparisons between groups and their mean differences, along with the corresponding significance values. For each group, the significance is indicated at the 0.05 and 0.01 levels. These multiple comparisons are assessed using the Tukey HSD test, which helps determine the significance level for each group (i.e., customer satisfaction between strategies). As a result of the fact that Levene's statistic is statistically insignificant, an equal variance was assumed. Tukey's HSD was used to conduct post hoc comparisons to examine individual differences between groups. This was done to determine differences in effectiveness in enhancing satisfaction across individual groups, such as loyalty programs, mobile apps, and feedback mechanisms. Additionally, post hoc comparisons were conducted to determine the significance of differences between these groups. The table provides a concise overview of the post hoc comparisons and their statistical significance among the groups. Because their p-value is below the significance threshold, eight groups exhibit statistical significance, which is highlighted in bold, i.e. Loyalty programs to Customer support via chat/call, Mobile app services to personalised discount/coupons, Mobile app services to Customer support via chat/call, personalised discount/coupons to Mobile and these vice versa groups. Although the overall test yields a significant result, it is expected that the remaining 12 groups do not show a significant difference in the effectiveness of CRM strategies in enhancing customer satisfaction, except for the eight groups that are already statistically significant.

4.1.2. Hypothesis Test 2

- **H0:** There is no significant difference in the effectiveness of CRM strategies in enhancing customer Retention.
- **H2:** There is a significant difference in the effectiveness of CRM strategies in enhancing customer Retention.

Table 8: Summary of test results of ANOVA

Customer Retention					
	Sum of Squares	**df**	**Mean Square**	**F**	**Sig.**
Between Groups	5.328	4	1.332	4.130	.003
Within Groups	99.979	310	.323		
Total	105.308	314			

Table 8 displays the outcomes of Levene's Test for customer retention employing several statistical methods (mean, median, modified median, and trimmed mean). Since all of the significance values are higher than 0.05, the requirement of homogeneity of variances is met.

Table 9: Test of homogeneity of variances

	Test Type	Levene Statistic	df1	df2	Sig.
Customer Retention	Based on Mean	.611	4	310	.655
	Based on Median	.503	4	310	.734
	Based on median and with adjusted df	.503	4	301.891	.734
	Based on the trimmed mean	.596	4	310	.666

The hypothesis tests the difference in effectiveness of CRM strategies in enhancing customer retention. Table 9 summarises one-way ANOVA results and the Levene test for homogeneity of variance. The ANOVA results suggest that the effectiveness of the different CRM strategies in enhancing customer retention differs significantly (F (4, 310) = 4.130, p = .000). Given that the p-value falls below the significance thresholds of 0.05 and 0.01, the researcher accepts the alternative hypothesis. Therefore, there is a significant difference in the effectiveness of CRM strategies in enhancing customer retention.

Table 10: Multiple comparisons

Dependent Variable: Customer Retention							
Tukey HSD							
(I) CRM Strategies	(J) CRM Strategies	Mean Diff (I-J)	Std. Error	Sig.	95% Confidence Interval Lower Bound	95% Confidence Interval Upper Bound	S/NS At 0.01/ 0.05 level
Loyalty programs	Mobile app services	-.41347*	.10487	.001	-.7012	-.1257	S
	personalised discount/coupons	-.10395	.09704	.821	-.3702	.1623	NS
	Feedback mechanism	-.10826	.09567	.790	-.3708	.1543	NS
	Customer support via chat/call	-.14466	.10265	.622	-.4263	.1370	NS
Mobile app services	Loyalty programs	.41347*	.10487	.001	.1257	.7012	S
	personalised discount/coupons	.30952*	.10520	.029	.0209	.5982	S
	Feedback mechanism	.30521*	.10394	.029	.0200	.5904	S
	Customer support via chat/call	.26881	.11040	.109	-.0341	.5717	NS
personalised discount/coupons	Loyalty programs	.10395	.09704	.821	-.1623	.3702	NS
	Mobile app services	-.30952*	.10520	.029	-.5982	-.0209	S
	Feedback mechanism	-.00432	.09603	1.000	-.2678	.2592	NS
	Customer support via chat/call	-.04072	.10299	.995	-.3233	.2419	NS
Feedback mechanism	Loyalty programs	.10826	.09567	.790	-.1543	.3708	NS
	Mobile app services	-.30521*	.10394	.029	-.5904	-.0200	S
	personalised discount/coupons	.00432	.09603	1.000	-.2592	.2678	NS
	Customer support via chat/call	-.03640	.10170	.996	-.3155	.2427	NS
Customer support via chat/call	Loyalty programs	.14466	.10265	.622	-.1370	.4263	NS
	Mobile app services	-.26881	.11040	.109	-.5717	.0341	NS
	personalised discount/coupons	.04072	.10299	.995	-.2419	.3233	NS
	Feedback mechanism	.03640	.10170	.996	-.2427	.3155	NS
*. The mean difference is significant at the 0.05 level.							

Table 10 summarises multiple comparisons between groups and their mean differences, along with the corresponding significance values. An indication is given for each group whether it is significant at the 0.05 and 0.01 levels. These multiple comparisons are assessed using the Tukey HSD test, which helps determine the significance level for each group (i.e., customer retention between strategies). As a result of the fact that Levene's statistic is statistically insignificant, an equal variance was assumed. Tukey's HSD was used to conduct post hoc comparisons to assess individual differences between groups. This was done to determine differences in the effectiveness of retention-enhancing interventions across individual groups, such as loyalty programs, mobile apps, and feedback mechanisms. Additionally, post hoc comparisons were conducted to determine the significance of differences between these groups. The table provides a concise overview of the post hoc comparisons and their

statistical significance among the groups. Because their p-value is below the significance threshold, six groups exhibit statistical significance, which is highlighted in bold, i.e. Mobile app services to Loyalty programs, personalised discount/coupons, Feedback mechanism and these vice versa groups. Although the overall test yields a significant result, it is expected that the remaining 14 groups do not show a significant difference in the effectiveness of CRM strategies in enhancing customer retention, except for the six groups that are already statistically significant. Objectives 2: to examine the impact of customer experience at a retail outlet on the level of satisfaction. To test the above hypothesis regarding the second objective of the study, regression and correlation analyses are employed to determine the magnitude of the relationship between customer experience and satisfaction.

4.2. Regression Test

4.2.1. Hypothesis Test

- **H0:** There is no significant impact of Customer experience at the retail outlet on satisfaction.
- **H1:** Customer experience at the retail outlet significantly impacts satisfaction.

Table 11: Model summary of regression

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.139[a]	.019	.016	.63659
*a. **Predictors:** (Constant), Customer Experience.*				

Table 11 presents the results of an ANOVA, which indicate a strong link between customer experience and customer satisfaction (F = 6.130, p = .014). This shows that the regression model in Table 12 can use customer experience to predict customer happiness in a meaningful way.

Table 12: Results of ANOVA and F value

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.484	1	2.484	6.130	.014[b]
	Residual	126.843	313	.405		
	Total	129.327	314			
*a. **Dependent Variable:** Customer satisfaction.*						
*b. **Predictors:** (Constant), Customer Experience.*						

Table 12 reveals that Customer Experience has a statistically significant positive effect on Customer Satisfaction (B = 0.131, p = 0.014). The model constant is 2.526, and the standardised coefficient (Beta) for Customer Experience is 0.139.

Table 13: Results showing the coefficients of the independent variable and its significance level

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.526	.163		15.457	.000
	Customer Experience	.131	.053	.139	2.476	.014
*a. **Dependent Variable:** Customer satisfaction.*						

Table 13 shows the result of the regression test conducted between customer experience and customer satisfaction, in which the hypothesis tests if there is a change in customer experience will have a significant impact on customer satisfaction and this model depicts the overall significant impact of shopping experience on satisfaction level, with a p value that is less than the significance value, $F_{(1,313)} = 6.130$, $p<0.05$. Moreover, $R^2 = 0.019$ indicates that the model explains 1.9% of the variance in customer satisfaction, and that customer experience can predict satisfaction levels. Hence, the shopping experience in retail outlets is a significant predictor of customer satisfaction, with a significant impact, supporting the alternative hypothesis.

4.3. Correlation Test

Hypothesis Test: The authors declare that there are no financial, professional, or personal conflicts of interest that could have influenced the research and findings presented in this paper:

- **H0:** There is no significant relationship between customer experiences at retail outlets and Customer satisfaction.
- **H1:** There is a significant relationship between customer experiences at retail outlets and customer satisfaction.

Table 14: Pearson correlations

		Customer satisfaction	Customer Experience
Customer satisfaction	Pearson Correlation	1	.139*
	Sig. (2-tailed)		.014
	N	315	315
Customer Experience	Pearson Correlation	.139*	1
	Sig. (2-tailed)	.014	
	N	315	315
*. Correlation is significant at the 0.05 level (2-tailed).			

Table 14 shows the correlation between customer experience and customer satisfaction at retail outlets. The p-value of 0.014, which is less than the significance level of 0.05, indicates that the correlation is statistically significant and found a weak positive correlation ($r = 0.139$), in which the more the good experience, the better the satisfaction. As a result, we reject the null hypothesis (H_0). This indicates a significant relationship between customer experience and customer satisfaction. However, the weak correlation suggests that while a positive shopping experience may slightly influence customer satisfaction, other factors may also contribute to overall satisfaction.

5. Conclusion

This research highlights the significant role of CRM strategies and retail customer experiences in enhancing customer satisfaction and loyalty. Effective CRM approaches, including personalised interactions, loyalty initiatives, proactive customer assistance and data-informed decision-making, enable companies to cultivate robust relationships with their clientele. By gaining insights into customer preferences and anticipating their requirements, organisations can enhance long-term loyalty and brand support. Likewise, a favourable retail customer experience is vital in shaping customer perceptions and affecting satisfaction levels. Elements such as store atmosphere, employee conduct, product availability and smooth service interactions play a significant role in creating a memorable shopping experience. A thoughtfully crafted customer experience strategy not only elevates satisfaction but also fortifies customer retention, minimising churn rates and enhancing profitability. Even though the findings present important insights, the study is restricted to Bangalore, potentially affecting the wider relevance of the outcomes. Future studies could extend to various geographic areas to offer a more comprehensive view of CRM effectiveness and emerging customer experience trends. In summary, businesses that merge strong CRM strategies with outstanding retail experiences can achieve higher customer retention, greater loyalty, and sustained competitive advantage. By regularly adapting to meet consumer expectations and elevating service standards, firms can achieve enduring success in a marketplace that prioritises customer satisfaction.

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