

МАРКЕТИНГ ♦ MARKETING

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THE CONNECTION BETWEEN DIGITAL MARKETING AND CUSTOMER RELATIONS FOR BUSINESS SUCCESS

Abstract. This study is dedicated to studying the impact of digital marketing on business performance, in particular, the consequences of customer relationship orientation and the use of CRM technologies as a support for analysis, data integration and access to business performance. Customer Relationship Management (CRM) is becoming increasingly important for organizations as a prerequisite for the survival of the company. According to the study, CRM should be considered strategically for organizations. Therefore, this study focuses on the effects of digital marketing on business performance, in particular, the effects of customer relationship orientation and the use of CRM technologies as a means of supporting analysis, data integration and access to business performance. The study is based on quantitative methods to test hypotheses. Data was collected from various organizations. The results show the relationship between CRM and customer satisfaction, market performance and profitability. CRM technologies significantly improve business performance. This study contributes to existing knowledge by shedding light on the complex relationships between CRM, customer relationship orientation, market performance, market profitability and customer satisfaction. Based on the research results, we offer practical recommendations to managers and decision-makers. The relevance of the topic is determined by the fact that digital marketing is one of the fastest growing areas in the world. It is relevant in developed countries, both small and large companies find it very convenient to use digital marketing, as it significantly reduces costs and increases the level of communication with the consumer. As a result, we get a new economic model, which is the basis for the creation of a modern digital world.

Keywords: *Digital Marketing, Customer Relationship Management (CRM), Customer Relationship Orientation, Business Performance.*

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Introduction. In the conditions of modern globalization, technological development is gaining increasing importance. Modern technologies have changed the whole world, contributing to the development of business ties, the realization of scientific potential, and the deepening of political and economic relations between nations. Information

technologies, including the Internet, have changed people's lives, relationships, and, consequently, business (Lamberton et al, 2016).

Today, 42% of the European digital market is occupied by national online services, 54% by US-based online services, and the share of cross-border e-commerce

in the EU is only 4%. The United Kingdom, Germany and France are the leaders in the field of e-commerce, accounting for 67% of annual turnover.⁴ Over the past decade, marketing strategy and practice have undergone incredible changes.

Doing business in the new, digital era requires a new model of marketing strategy and activity. One of the specialists in strategy, Philip Kotler, notes: "The Internet is revolutionizing the ways in which we build relationships with suppliers and buyers, create value for them and receive certain material benefits from these processes. In other words, this is a marketing revolution." (Kotler, 2018).

It can be safely said that the 21st century is the century of digital marketing, since most of the world's population is involved in social networks and the Internet. Digital marketing has a number of advantages, namely: low costs; Measurability; Variety of placement formats; Speed and flexibility.

With 95% of marketers reporting a collaborative relationship with IT, marketing technology plays a critical role in cross-functional success. By strengthening these connections, marketers are able to implement and optimize sophisticated marketing technologies that facilitate advanced data sharing across multiple channels for more personalized communication with customers.

The aim of the paper is to highlight several contextual aspects of sustainability that demonstrate the importance of using customer relationship management (CRM) technologies in today's business environment. Also, this research addresses a modern and relevant issue, as the integration of CRM into business strategies contributes to the sustainability of organizations, helps them quickly adapt to market changes and maintain serious relationships with customers.

The subject of the study is to study the impact of digital marketing on business performance, in particular, the results of customer relationship orientation and the use of CRM technologies.

The object is CRM, which is becoming increasingly important for organizations as a prerequisite for the survival of the company.

The tasks of the study are to study the impact of digital marketing on business performance, in particular, the impact of customer relationship orientation and the use of CRM technologies.

Relationship marketing and the concept of CRM are closely related because both focus on building and maintaining long-term customer relationships. Relationship

marketing emphasizes the importance of continuous and personalized interactions with customers in order to increase their loyalty and satisfaction. On the other hand, CRM provides the tools and technologies needed to effectively manage these relationships by collecting and analyzing customer data to provide personalized experiences and anticipate their needs. According to Morgan and Hunt (Morgan & Hunt, 1994), relationship marketing involves creating emotional and trusting bonds between the company and customers, leading to mutual benefits and long-term value for both parties.

The effective use of CRM technologies can play an important role in achieving sustainability goals, improving organizational processes and creating value for all involved actors.

This study contributes to understanding the complex relationships between CRM technologies, customer relationship orientation, market efficiency, market profitability and customer satisfaction.

Literature Review. Digital marketing has revolutionized the way businesses interact with customers and has provided unprecedented opportunities to reach target audiences, build strong relationships, and drive business growth. Digital marketing is a set of strategies, tactics, and techniques to promote products or services using online channels and digital platforms and focuses on interacting with target audiences in the digital environment with the aim of generating awareness, engagement, and conversions. (Stephen et al, 2020). Digital marketing is a form of marketing that uses technology to deliver online content through digital channels in order to connect with consumers. (Aswani et al, 2020).

According to Chaffey and Ellis-Chadwick (Chaffey & Ellis-Chadwick), digital marketing is the set of activities that use digital technologies to promote products and services. Unlike traditional marketing, digital marketing offers a wider range of tools and channels to reach consumers in a more personalized and interactive way. Digital marketing can accelerate and streamline the marketing process. As a result, marketing materials can be uploaded to servers instantly, eliminating the need for long print times and making them constantly available to potential customers. When it comes to company customer support, problems are solved considerably faster by sending a simple email rather than writing letters or making calls (Pașcalău & Urziceanu, 2020).

In this regard, many studies have examined how technology positively impacts business performance.

According to Narver and Slater, customer orientation refers to a firm's ability to generate greater value based on a thorough understanding of its customers. To assess market orientation, they developed a reliability scale to study how CRO affects business performance. (Narver & Slater, 1990).

This market orientation model is based on two choice criteria, namely, long-term orientation and profitability, and operationalized through three behavioral dimensions: customer orientation, competitor orientation, and cross-functional coordination.

The concept of market orientation is well established in the literature and indicates that organizations with a strong market orientation perform better. Specifically, previous studies have shown that adopting market orientation improves the performance indicators of the new product development process and the performance of those products in the marketplace.

The link between customer relationship orientation and digital marketing is critical to business success. By adopting a customer-centric approach and effective use of digital technologies, organizations can improve customer satisfaction, business effectiveness, and profitability (Kopalle et al, 2020).

Thanks to technological advances, customer relationship management (CRM) allows companies to provide personalized and relevant experiences for each customer. By collecting and analyzing data, organizations can identify individual customer needs and preferences, which leads to more meaningful interactions and increased customer satisfaction. Essentially, CRM is a commitment to customers, which is expressed in loyalty and business growth (Ryaz, 2023).

According to Zabla et al, customer relationship management is a strategy, process, skill, and/or technology for attracting and retaining attractive customers who generate revenue for the company. (Zablah, 2004).

CRM technologies have evolved significantly over the past few decades, moving from simple customer interaction tracking systems to complex platforms that integrate data from various sources to provide a holistic view of the customer. A key factor contributing to this evolution is the inclusion of artificial intelligence (AI). By integrating artificial intelligence into CRM, companies can optimize customer interactions, personalize offers and user experiences, and anticipate customer needs, which improves customer satisfaction and loyalty. AI-based CRM systems can generate complete customer profiles by studying a customer's past behavior, preferences, and interactions. (Kalaiyarasan, 2023).

Today's competitive business landscape places increasing emphasis on a firm's ability to manage CRM, as this facilitates the creation and execution of customer strategies that are more efficient and effective. Based on this notion, many companies have made significant investments in CRM technologies in an effort to effectively upgrade their CRM. Despite the large sums of money that companies have invested in CRM technologies, empirical research on the topic shows mixed results regarding its ability to improve organizational performance (Reinartz et al, 2014). Researchers and practitioners used to see CRM as an investment in software technology. In fact, CRM and its technologies are frequently used interchangeably.

According to Taamneh et al, a well-performing firm provides more financial resources and investment prospects in a number of sectors. (Taamneh et al, 2018).

Market performance refers to the ability of a business to effectively use resources to achieve marketing and sales objectives. This includes optimizing marketing processes, proper market segmentation, and strategic resource allocation. Market performance is measured by increasing market share relative to competitors, increasing sales revenue, attracting new customers, and increasing sales to existing customers.

Customer satisfaction, market performance, and market profitability are three fundamental indicators that determine business performance. A holistic approach that integrates these elements allows businesses to create long-term value, maintain customer loyalty and satisfaction, and use resources efficiently and productively. By continuously monitoring and optimizing these indicators, businesses can ensure not only survival but also prosperity in today's competitive environment. (Aral et al, 2019).

Research Methodology. Theoretically, the degree of creativity in research is influenced by various factors, including research design, development conditions, population and sample characteristics, data collection methodologies, and control for covariance.

Based on research hypotheses, to determine the extent of CRM technology implementation, Paşcalău et al, conducted a study for various organizations. (Paşcalău, 2024).

In this study, a review of the marketing literature allowed the development of research hypotheses that were designed to identify connections and causal relationships between the antecedents and constructs included in the conceptual model of customer relationship orientation and

CRM technology use. These theories were developed to investigate how CRM technology use and customer relationship orientation affect business performance. To assess the relationship between customer satisfaction, efficiency, and profitability variables and customer relationship-oriented variables and the use of CRM technologies as a facilitator, several hypotheses were developed based on the models developed and refined by Jayachandran et al. (Jayachandran et al, 2015) and Voorhees and Morgan (Vorhies & Morgan, 2015), as follows:

1. Customer relationship orientation positively impacts customer and market satisfaction.

2. Using CRM technologies to support analytics positively impacts market efficiency.

3. Using CRM technologies to support data integration and access positively impacts customer satisfaction.

4. Using CRM technologies to support data integration and access positively impacts market profitability and efficiency.

In order to clarify and define the concepts and research methodology used in the study, theoretical and empirical studies of the reviewed literature were used. Data were collected from a sample of various organizations, such as: origin of the company's capital, the number of employees, the company's turnover, the company's length of experience, and the economic sector in which it operates.

In the next stage of the data analysis process, the validity of the constructs included in the proposed conceptual model was tested using Pearson's linear correlation coefficient, and in the final stage of the statistical data analysis process, the hypotheses of the proposed conceptual model were tested using structural equation modeling (SEM) using the AMOS 20 program.

Main Results.

Results of the descriptive analysis

According to the study, in terms of the number of employees, it can be noted that 25% of firms are micro-enterprises (with less than 10 employees), followed by medium-sized firms with 50 to 250 employees (70.5%), while small firms with 10 to 49 employees make up 4.5% of the sample firms.

These data suggest that most of the firms in the sample are medium-sized enterprises, which indicates a trend toward medium-sized firms in the industries studied.

Also, within the sample, it is observed that 73.33% of the firms have a majority private ownership structure and 26.67% have a majority public ownership structure. The prevalence of privately owned firms may

indicate a trend toward privatization and a dynamic business environment.

Within the sample, it can be observed that, in terms of the nature of the organization, 57.50% are traditional firms with new operations in the digital environment, followed by those who initially had a start-up in the digital environment and are now developing operations in the offline environment

Table 1. Fit assessment

(df)	$0 \leq \chi^2(df) < 2 \times df$	0.368((2)
q	$0.05 < p \leq 1$	0.821
/df	$0 < \chi^2/df < 2$	0.145
RMSEA	$0 \leq RMSEA \leq 0.5$	0.008
NFI	$0.95 \leq NFI \leq 1$	0.969
CFI	$0.97 \leq CFI \leq 1$	0.999
PNFI	$0 < PNFI \leq 1$	0.200
AIC	AIC value less than the AIC value for the comparison model	36.251
ECVI	ECVI value lower than the ECVI value for the comparison model	0.441

Source: (Schermelleh-Engel et al., 2023)

(24.33%), and firms with operations only in the digital environment (18.17%). These data show a significant trend toward digitization, either by integrating digital technologies into traditional firms or by starting and operating exclusively in the digital environment.

Results of testing

The assessment was made based on descriptive indicators of the level of fit and inferential statistical analysis based on the χ^2 statistical test to determine how well the conceptual model of the current study fit the data produced by the sample.

Therefore, in the inferential statistical assessment, we considered two indicators - the statistical value and the corresponding q-value (significance level).

Descriptive indicators were used to decide whether to accept or reject the model (Hair, 2017) for the relatively small sample size obtained in the current study.

Thus, RMSEA (root mean square error of approximation), NFI (normed fit index), CFI (comparative fit index), PNFI (normed parsimony fit index), AIC (Akaike information criterion) and ECVI (expected cross-validation index) are descriptive indicators of the level of fit that were analyzed.

The results of the fit assessment with the data generated from the sample presented

Table 2. Synthesis presentation of the results of the research hypothesis testing.

The Research Hypotheses	The Results
There is a direct, positive, and statistically significant relationship between customer relationship orientation and customer satisfaction.	Confirmed: a statistically significant effect was identified ($q = 0.000$) between the two analyzed variables.
There is a direct, positive, and statistically significant relationship between customer relationship orientation and market effectiveness.	Confirmed: a statistically significant effect was identified ($q = 0.000$) between the two analyzed variables.
There is a direct, positive, and statistically significant relationship between customer relationship orientation and market profitability.	Confirmed: a statistically significant effect was identified ($q = 0.000$) between the two analyzed variables.
There is a direct, positive, and statistically significant relationship between the use of CRM technologies as a support for analysis and customer satisfaction.	Confirmed: a statistically significant effect was identified ($q = 0.000$) between the two analyzed variables.
There is a direct, positive, and statistically significant relationship between the use of CRM technologies as a support for analysis and market effectiveness.	Confirmed: a statistically significant effect was identified ($q = 0.000$) between the two analyzed variables.
There is a direct, positive, and statistically significant relationship between the use of CRM technologies as a support for analysis and market profitability.	Confirmed: a statistically significant effect was identified ($q = 0.000$) between the two analyzed variables.
There is a direct, positive, and statistically significant relationship between the use of CRM technologies for data integration and as a support for access and customer satisfaction	Confirmed: a statistically significant effect was identified ($q = 0.000$) between the two analyzed variables.
There is a direct, positive, and statistically significant relationship between the use of CRM technologies for data integration and as a support for access and market effectiveness.	Confirmed: a statistically significant effect was identified ($q = 0.000$) between the two analyzed variables.
There is a direct, positive, and statistically significant relationship between the use of CRM technologies for data integration and as a support for access and market profitability.	Confirmed: a statistically significant effect was identified ($q = 0.000$) between the two analyzed variables.

in Table 1 of the model indicated that the research model was appropriate. Thus, the x^2 value was 0.368 (for two degrees of freedom), which falls within the recommended range [0, 4], and the associated significance level was 0.821, which exceeds the minimum acceptable limit.

Using the indicators mentioned above and based on the results of the assessment of the adequacy of the research model, it was found that the research model was adequate for the data generated by the sample, and the results are summarized in Table 1.

The research hypothesis guides the analysis of the direct effect of using CRM technologies for data integration and access support on market profitability. The results of the testing of all research hypotheses are integrated in Table 2.

The constructs included in the proposed conceptual model were operationalized using measurement scales established in the marketing literature. In this study, we have shown that the measurement scales used to operationalize the constructs of customer relationship orientation, use of CRM technologies to support analytics, use of CRM technologies for data integration and as a support for access, customer satisfaction,

market effectiveness, and market profitability are valid in the context of an emerging economy (Ali, 2024).

Based on these results, we can consider that all hypotheses are confirmed, the relationships among all variables proposed and analyzed (customer relationship orientation, use of CRM technologies to support analytics, use of CRM technologies for data integration and to support access, customer satisfaction, market effectiveness, and market profitability) are positive and statistically significant ($q = 0.000$) for this sample.

Discussion

The research problem focused on investigating the consequences of digital marketing on business performance, with a particular focus on customer relationship orientation and the use of CRM technologies for analysis, data integration, and support on business performance. This is a contemporary and relevant issue with significant impact both nationally and internationally (Ritz et al, 2016).

The purpose of the research was to synthesize the main conclusions resulting from the analysis of the consequences of digital marketing on business performance. The research seeks to highlight how customer

relationship orientation and the use of CRM technologies contribute to business performance by facilitating data analysis and integration.

The research objectives addressed the effects of CRM technology use and customer relationship orientation on business performance through the current study. The study shows that various emerging and existing sectors are integrating CRM procedures and technologies faster than the traditional marketing methodology of previous organizations.

Following the comparative analysis, acceptable levels of internal consistency, reliability, and discriminant validity were established for the construct of customer relationship orientation.

The research's overall conclusions are thought to support the hypothesis that the industry requires these kinds of systems, that they can strengthen bonds between businesses and their clients, and that these businesses risk falling behind other emerging sectors in adopting CRM procedures and technologies if they do not make use of digital marketing or new technologies.

The three performance dimensions (customer satisfaction, market effectiveness, and market profitability) all benefit from customer relationship orientation, according to our findings. Thus, in order to have happy customers, to be effective, and to record profits, managers should concentrate on customer relationships and client retention through personalizing offers.

Recommendations

The present study contributes to the literature and practice, highlighting the importance of CRM systems in improving organizational performance. By analyzing the relationships between customer orientation, the use of CRM technologies to support analytics, the use of CRM technologies to support data integration and access, customer satisfaction, market efficiency and market profitability, the study shows the positive impact of these factors on business performance.

Regarding the theoretical and practical relevance of the study, based on the results obtained, a series of recommendations and managerial implications are proposed.

The first recommendation would be to improve customer orientation by organizations adopting a customer-centric approach, investing in employee training and education to better understand and respond to customer needs. It is also recommended

to invest in advanced CRM analytics to gain valuable insights into customer behavior and preferences, which can lead to improved customer satisfaction and loyalty. Last but not least, companies should ensure that all relevant data is effectively integrated and accessible, allowing for a holistic view of customers.

In terms of theoretical implications, the study extends existing knowledge on the impact of CRM technology use on business performance by providing empirical evidence of positive and significant relationships between customer orientation and CRM technology use, both as a support for analytics and the use of CRM technology for data integration and as a support for accessing organizational results. This study contributes to the understanding of how different components of CRM can impact customer satisfaction, market performance, and market profitability.

Conclusion. In conclusion, this study explains the significant impact of digital marketing orientation and entrepreneurial orientation on marketing performance, which is driven by the ability to resonate with the brand. The findings highlight that businesses that integrate digital marketing strategies and adopt an entrepreneurial mindset are better positioned to improve their marketing outcomes through stronger customer-brand connections.

This study shows that the range of communication tools and access platforms that comprise internet channels is reflected in digital marketing resources (Wymbs, 2011). These online platforms are a helpful resource for marketers looking to build relationships with their clients. Any business looking to boost productivity must embrace and make use of the marketing tools and resources offered by different digital platforms. CRM is one of the most widely used technologies and managerial strategies of the past 20 years.

The results of this study highlight the importance of effective implementation and use of CRM systems in organizations. CRM orientation and the use of CRM technologies for analysis and data integration are critical factors that significantly contribute to customer satisfaction, market efficiency, and market profitability. These results indicate that investments in CRM technologies and practices not only improve customer relationships, but also have a positive impact on the operational and financial performance of organizations.

The findings show that digital marketing and the use of CRM technologies have a

significant impact on business performance. Most of the firms in the sample were open to digital technologies and integrated with modern technologies to improve customer relationships. This indicates a strong trend towards using data and technology to support business decisions and optimize performance.

Thus, the effective use of digital marketing increases the competitiveness of a business, it can be considered a key stimulating factor. Digital marketing allows

us to accurately determine the audience of interest to the business and their behavior. In addition, it will be possible to study the main market trends that are important for the successful functioning of the business. Openness and acceptance on the part of entrepreneurs, promotion of marketing activities will not only develop small businesses, but also lay the foundation for the rapid economic development of the country.

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ЗВ'ЯЗОК МІЖ ЦИФРОВИМ МАРКЕТИНГОМ ТА ВІДНОСИНАМИ З КЛІЄНТАМИ ДЛЯ УСПІХУ БІЗНЕСУ

Це дослідження присвячене вивченню впливу цифрового маркетингу на результати діяльності бізнесу, зокрема, наслідків орієнтації на відносини з клієнтами та використання технологій CRM як підтримки для аналізу, інтеграції даних та доступу до результатів діяльності бізнесу. Управління відносинами з клієнтами (CRM) стає все більш важливим для організацій як передумова виживання компанії. Згідно з дослідженням, CRM слід розглядати стратегічно для організацій. Тому це дослідження зосереджується на впливі цифрового маркетингу на результати діяльності бізнесу, зокрема на впливі орієнтації на відносини з клієнтами та використанні технологій CRM як засо-

бу підтримки аналізу, інтеграції даних та доступу до результатів діяльності бізнесу. Дослідження базується на кількісних методах перевірки гіпотез. Дані були зібрані з різних організацій. Результати показують взаємозв'язок між CRM та задоволеністю клієнтів, ринковою ефективністю та прибутковістю. Технології CRM значно покращують результати діяльності бізнесу. Це дослідження робить внесок у наявні знання, проливаючи світло на складні взаємозв'язки між CRM, орієнтацією на відносини з клієнтами, ринковою ефективністю, ринковою прибутковістю та задоволеністю клієнтів. На основі результатів дослідження ми пропонуємо практичні рекомендації менеджерам та особам, що приймають рішення. Актуальність теми визначається тим, що цифровий маркетинг є однією з найшвидше зростаючих галузей у світі. Він актуальний у розвинених країнах, як малим, так і великим компаніям дуже зручно використовувати цифровий маркетинг, оскільки він значно знижує витрати та підвищує рівень комунікації зі споживачем. У результаті ми отримуємо нову економічну модель, яка є основою для створення сучасного цифрового світу.

Ключові слова: *цифровий маркетинг, управління взаємовідносинами з клієнтами (CRM), орієнтація на взаємовідносини з клієнтами, ефективність бізнесу.*

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