

The Impact of Customer Success Management and Digital Marketing on Customer Loyalty: Best Practices and Challenges for Businesses in the Goods and Services Market

BY SUSHITH MUNDAYADAN - X21113742

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National College of Ireland

Abstract

In the highly competitive and rapidly changing goods and services market, businesses are compelled to adopt novel strategies to stay ahead of the curve. Ensuring customer satisfaction and fostering loyalty is pivotal to a company's triumph, leading numerous organizations to concentrate on customer success management (CSM) and the vibrant realm of digital marketing.

This research delves into the effects of CSM and digital marketing on realizing success in the marketplace. Utilizing a mixed-methods approach, the study comprises an exhaustive literature review and in-depth interviews with experienced professionals to pinpoint effective practices and challenges encountered when assimilating these tactics into businesses. The literature review accentuates the significance of customer success and digital marketing, the imperative for ethical conduct, and the role of innovation in achieving a notable competitive advantage.

The investigation unveils the capacity of businesses to capitalize on the synergistic potential of CSM and digital marketing to secure enduring competitive benefits. By engaging in meticulous interviews with industry experts, the research identifies vital practices that organizations can adopt to augment customer retention and acquisition. Furthermore, the data procured from customer surveys furnish valuable insights that businesses can employ to bolster customer satisfaction and loyalty.

In summation, this research adds substantially to the existing knowledge corpus on customer success management and digital marketing. The findings from the study can play a crucial role in devising efficient strategies that stimulate economic growth and competitiveness in the goods and services market. By offering an in-depth comprehension of the functions of CSM and digital marketing, this research provides pragmatic advice for businesses aspiring to outpace their rivals in the constantly evolving market environment.

Declaration

I declare that the work submitted for evaluation is entirely my original work, and that all sources consulted and ideas obtained during the research process have been appropriately and correctly acknowledged.

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1. Introduction

1.1 Context

Due to the rapid development of digital technology and the increasing intricacy of B2B client interactions, there is an amplified need for effective marketing management techniques to ensure the procurement, maintenance, and contentment of customers. Due to the changes in dynamics, customer success management (CSM) and digital marketing have become crucial elements for successful B2B sales. Despite the increasing importance of Customer Success Management (CSM) and digital marketing in the business context, there has been a limited amount of research conducted on the interplay between these two areas. This research addresses the gap in knowledge by examining the importance of customer success management (CSM) and digital marketing in the building customer loyalty. We also aim to identify the most efficient approaches for implementing these strategies.

There has been a noteworthy change in the business landscape, where the emphasis has moved from the products being vented to the customers who purchase those products. The growing importance of the client as a crucial stakeholder is believed to be the driving force behind this trend. The shift in business models can be attributed to several factors, including the increasing preference for subscription-based models, the growing digitization of corporate operations, and the rising demand from customers for outcome-driven solutions. The deployment of customer success management (CSM) is motivated by various factors, as highlighted by Kleinaltenkamp, Prohl-Schwenke, and Keranen (2022). Their study delves into the perspectives of both consumers and suppliers to provide insights into this trend. This study provides additional evidence for this inclination.

As per Eggert, Ulaga, and Gehring's (2020) research, it has been observed that a growing number of organizations are investing in the hiring of customer success managers and developing CSM frameworks and best practices. Furthermore, these enterprises are also making investments toward the advancement of Customer Success Management (CSM) best practices. The increasing popularity of CSM can be observed across various business sectors. According to a survey conducted by LinkedIn.com in 2019, the role of a customer success manager has been identified as a sought-after career choice. Based on the study's results, the position appears to be linked with a competitive salary, a diverse array of job prospects, and

outstanding prospects for professional growth.

The progress in technology has led to the evolution of digital marketing, which has become an essential tool for business entities. The communication method in question offers a cost-effective and flexible way to connect with both new and existing customers at the same time. Based on the results of our recent study (Kleinaltenkamp et al., 2022), it appears that companies could potentially enhance the efficacy of their marketing campaigns by leveraging digital tactics like content marketing, social media marketing, and search engine optimization. The publication of the study occurred in the year 2022. The implementation of these strategies could potentially lead to the expansion of the customer base for the company, while also fostering greater involvement from the current customer base.

Given the dynamic nature of the business landscape, it is crucial for enterprises to prioritize customer success management and adapt their marketing tactics to align with the evolving customer-centric model. By having a clear understanding of the factors that influence the adoption of CSM among firms and utilizing digital marketing strategies, these organizations can enhance their ability to remain competitive and meet the evolving needs of their clients.

1.2 Understanding the Gaps in CSM and Digital Marketing Research for B2B Customer Loyalty

Prior studies on the subject of Customer Success Management (CSM) and digital marketing have predominantly concentrated on specific components of these approaches and their influence on customer engagement and brand loyalty. For instance, Ahmed et al. (2019), Bismo & Putra (2019), and César et al. (2023) have all conducted research on this topic. The reason for this is that the previous studies on CSM and digital marketing have mainly been carried out in B2C settings. However, there is a lack of research that explores the interplay between CSM and digital marketing in shaping customer loyalty within the goods and services market. Furthermore, prior studies have not thoroughly examined optimal business practices and the challenges that organizations face in implementing these tactics simultaneously (Adams, 2019; Eggert et al., 2020).

The current research on the subject has made notable advancements in comprehending the distinct functions of customer success management (CSM) and digital marketing. However, there is a gap in knowledge regarding the potential synergies that can be achieved by

combining these two strategies to enhance customer loyalty. Therefore, further investigation is required in this area. Furthermore, it appears that there is still a gap in the academic literature regarding the optimal approaches for incorporating CSM and digital marketing tactics within B2B companies. There exists a gap in the current knowledge regarding best practices and potential challenges.

To address these gaps and contribute to the existing body of knowledge, this research proposes the following aims and objectives:

1. Investigate the interrelationship between CSM and digital marketing in the goods and services market and their combined impact on customer loyalty.
2. Identify best practices for integrating CSM and digital marketing strategies within organizations.
3. Explore the challenges faced by businesses in implementing CSM and digital marketing strategies together and propose possible solutions.

1.3 Approach to Achieve Research Objectives

Our research will employ a market research approach, utilizing an online survey for data collection and analysis to achieve our research objectives. By implementing this approach, we will be able to conduct a thorough analysis of the correlations among CSM, digital marketing, and customer loyalty within business context. Additionally, it will enable us to gain a better understanding of the research inquiries we are pursuing.

The approach will include:

- A thorough review of existing literature on CSM and digital marketing in business organizations, with a focus on their individual and combined effects on customer loyalty.
- In-depth survey of customers to gauge their perspective towards CSM and digital marketing strategies to gain insights into best practices, challenges, and possible solutions.
- Quantitative data analysis of relevant industry metrics and performance indicators to determine the impact of CSM and digital marketing on customer loyalty.

The proposed research methodology aims to provide an in-depth analysis of the potential synergies between CSM and digital marketing in enhancing customer loyalty within goods and services sector. The provided information will offer valuable insights and advice to professionals seeking to enhance their customer retention and acquisition efforts.

2. Literature Review

Customer success is a critical aspect of modern business operations. It involves the provision of support and guidance to customers to help them achieve their desired outcomes and objectives when using a company's products or services. The concept of customer success is centered on the idea of creating value for customers by ensuring that they achieve their desired outcomes. Companies must also invest in the necessary technology and tools to support customer success, such as customer relationship management (CRM) software, analytics tools, and customer feedback mechanisms. In conclusion, customer success is a critical aspect of modern business operations. It involves the provision of support and guidance to customers to help them achieve their desired outcomes and objectives when using a company's products or services. By adopting a customer-centric approach and investing in the necessary technology and tools, companies can build long-term relationships with customers, increase customer loyalty, reduce churn, and drive revenue growth. In the realm of business interactions, the achievement of customer success is a critical factor that allows companies to establish enduring relationships with their clients, which ultimately prove to be mutually advantageous.

Digital marketing is the practice of promoting and selling products and services through various digital platforms and technology. The term "digital marketing" is used to refer to this practice. The effective implementation of digital marketing in the business-to-business market can potentially yield lead generation, customer attraction, and brand recognition simultaneously. In the realm of business settings, the primary objective of digital marketing is to promote and sell products and services to other companies. This involves various strategies and techniques aimed at reaching out to potential clients and establishing a strong online presence. The ultimate goal is to generate leads, increase conversions, and ultimately drive revenue growth for the business. The utilization of digital marketing has the potential to be a highly effective tool for businesses seeking to connect with potential customers, enhance brand awareness, and generate leads.

The concept of "customer success" pertains to aiding customers in attaining their desired results and goals when utilizing the products or services provided by a specific company. It is crucial to prioritize customer success as it allows companies to establish enduring partnerships with their clients that are mutually advantageous. This holds particularly true in business-to-business environments. Based on a study conducted by McKinsey, companies that prioritize the success of their customers tend to experience higher rates of customer retention and revenue growth. (Miller, 2016) This observation suggests that customers or clients can play a crucial role in

determining the success of an organization.

Also, it is important to note that the act of utilizing diverse digital platforms and technology to advertise and offer goods and services is commonly known as "digital marketing." The term "digital marketing" specifically pertains to this activity. The proper implementation of digital marketing can potentially result in lead generation, customer attraction, and increased brand recognition simultaneously. The primary objective of digital marketing is to promote and sell products and services to other companies. Digital marketing is a valuable tool for reaching out to potential customers, increasing brand awareness, and generating leads.

The potential of digital marketing as a useful tool is noteworthy. There is a suggestion that the efficacy of digital marketing in B2B settings might not be as high as in B2C settings. Relying solely on digital marketing to generate leads and convert them into customers can be a challenging endeavor. It is plausible to propose that conventional marketing tactics, like showcasing advertisements or promoting via social media, are generally less effective on B2B decision-makers due to their tendency to be more doubtful of such methods. One possible explanation for this phenomenon is that conventional marketing techniques have been in use for a considerable period of time. Due to this, it could pose a greater difficulty for enterprises catering to other businesses to effectively employ digital marketing strategies to establish a connection and interact with their intended audience. The target market is composed of these consumers. Further investigation is required to ascertain whether digital marketing can yield the same level of success for business-to-business (B2B) enterprises as it does for business-to-consumer (B2C) enterprises. Nonetheless, digital marketing can serve as a valuable asset for B2B companies. Generally speaking, digital marketing has the potential to be a useful strategy for B2B organizations. To effectively reach and engage with their target audience, businesses that sell to other businesses may require a more specialized and targeted approach to digital marketing. One potential outcome is that this could occur.

Various other studies have corroborated the notion that promoting ethical conduct is crucial for enhancing a company's productivity and image. The studies conducted have provided evidence to support the hypothesis that promoting ethical conduct is crucial in enhancing a company's reputation. The development of a stronger brand can provide an organization with a competitive advantage in rapidly growing markets. According to Behera et al. (2022), for B2B businesses to achieve sustained growth, it is imperative for them to engage in proactive activities.

As per Salavou's research in 2004, innovation is often considered a crucial factor in bringing

about significant strategic changes in the business world. The reason for this is that innovation enables a company to attain favorable outcomes, such as a lasting edge over its rivals. Hence, it is intriguing to explore the possibility of integrating DM and CSM to create a flexible and innovative driving force, and to examine how enterprises can optimize the opportunities presented by these two methodologies. Furthermore, it would be intriguing to explore the potential of integrating DM and CSM to create a dynamic and innovative driving force. It is typically observed that terminating a contract within the specified time period does not pose any significant challenges for customers. Based on the research conducted by Hochstein et al. in 2020, it is suggested that suppliers can minimize customer churn by consistently engaging in activities that strengthen or expand their current customer relationships. In this context, it is crucial for us as researchers to closely examine the potential of DM and CSM in mitigating customer churn and fostering enduring customer connections that are built on achievement, credibility, reliance, and ROI.

Recent research has shown that customer relationship management (CRM), business reputation, and digital marketing are important factors in marketplaces. However, it is unclear which of these factors is more significant in specific situations. Previous research has demonstrated the effectiveness of CRM, its influence on a business's image, and the importance of online marketing. The interdependence of an organization's survival and standing is a commonly observed phenomenon that individuals tend to disregard. The optimization of the abilities of two entities and their respective responsibilities can be challenging due to a limited understanding of their relationship.

Digital marketing is widely recognized as a means of producing leads, sales, and business. Also, Research has shown that reputation management and brand promotion are sometimes achieved through these means along with insights on how post-sales operations and customer engagement play a crucial role in reducing customer turnover, maintaining a steady stream of revenue, and creating opportunities for business growth. Offering a comprehensible and unambiguous explanation of the product or subscription to potential customers before they make a purchase can contribute to their sense of security. The vendor's products are essential for the customer's company to achieve the expected return on investment and use them for their intended purpose, making them dependent on the vendor's supplies for their success. This is similar to how a customer service representative (CSM) aims to be empathetic, attentive, and helpful to ensure that customers are satisfied and able to utilize the products to their fullest potential. Ensuring customer retention, maintaining or extending agreements, and generating income are crucial for

the success of a business, when a company retains a higher number of customers, it reduces the supplier's dependence on acquiring new leads or sales to make up for the revenue lost due to customer churn.

Oliva and Kallenberg's (2003) research highlights the importance of supplier firms demonstrating their ability to effectively apply newly acquired knowledge to benefit their customers. At this stage, conducting research with the customer success team can offer valuable insights to both the product and marketing departments. Research can utilize customer feedback to enhance the product and optimize marketing strategies to effectively communicate the product's value to potential customers. The research focuses on how the provision and implementation of CSM measures can support and complement the core offering of a solution provider.

Kleinaltenkamp et al. (2022) found that this phenomenon has two outcomes: an increase in customer satisfaction and a decrease in perceived risks of dependence on the customer's part. Research shows that expanding the customer base is one of the benefits of working with suppliers. Kleinaltenkamp et al. have highlighted the importance of the value proposition for suppliers and customers. It is crucial for us to evaluate how the value proposition is communicated through marketing and how the customer success team showcases the product's value proposition. The topic of the correlation between these two functions and their impact on the company and the consumer has not been extensively researched. If any of these functions experience a malfunction, it could lead to the perception that the other functions are unsuccessful within the organization, even if the consequences are not immediate. This highlights the importance of ensuring that all functions are operating effectively.

In their study, Behera et al. (2022) explore the use of cognitive computing-based ethical principles to improve organizational reputation in digital marketing. The research emphasizes the importance of ethical principles in building trust with customers and establishing enduring relationships. The paper presents a framework that utilizes cognitive computing to facilitate ethical decision-making in digital marketing. The authors highlight the advantages of integrating advanced technologies in promoting ethical values. Research suggests that adopting this approach may result in enhanced transparency and credibility in communication with customers, which could potentially lead to increased customer loyalty.

Ferrell et al. (2021), In their study, have provided a comprehensive analysis of marketing strategy, including topics such as segmentation, targeting, positioning, and the marketing mix.

Research emphasizes the importance of aligning marketing strategies with overall business objectives to ensure coherence and effectiveness. The paper discusses different tools and frameworks that aim to support the creation and execution of effective marketing plans. Researching the significance of a unified marketing strategy can offer valuable perspectives for companies seeking to integrate customer success management and digital marketing efforts that seek to improve customer retention.

Hochstein et al. (2020) presented a research paper that offers an industry-academic perspective on customer success management (CSM). The authors define CSM as a strategic approach to managing customer relationships that prioritize customers' desired outcomes through a company's products or services. The authors showcase the impact of CSM on customer satisfaction, retention, and loyalty by analyzing its key components. The significance of CSM in preserving enduring relationships with clients is emphasized, particularly in the B2B industry.

In their study, Kleinaltenkamp et al. (2022) conduct research on the factors that lead to the implementation of CSM, examining the viewpoints of both suppliers and customers. The study identifies various factors that influence the adoption of CSM, including customer expectations, supplier capabilities, and the alignment of CSM with broader business strategies. The research highlights the importance of businesses comprehending and tackling these factors to successfully execute CSM and enhance customer loyalty.

According to Miller et al. (2017), prioritizing customer success is a crucial factor in driving growth for B2B companies. Their research focuses on promoting a business model that prioritizes customer satisfaction by providing continuous engagement and support to deliver value. Combining this approach with digital marketing strategies can result in a more complete customer experience, which can lead to greater loyalty and lasting relationships.

In their work, Oliva and Kallenberg (2003) conduct research on the difficulties and advantages of shifting from a product-oriented approach to a service-oriented approach in business models. The significance of understanding customers' needs and preferences is emphasized by the authors, which allows businesses to create customized service offerings. Understanding the integration of customer success management and digital marketing strategies is crucial for businesses to enhance their customer interactions by making them more personalized and effective.

In his 2004 study, Salavou explores the notion of innovativeness in the field of marketing. The

author suggests that innovativeness should be considered a multifaceted concept that includes different aspects of marketing strategy such as customer service, market research, and product development. Research shows that adopting innovative marketing techniques can aid businesses in adapting to dynamic environments, catering to customer requirements more efficiently, and devising marketing plans that boost customer retention.

Vladimirovich (2020) conducts research on the incorporation of artificial intelligence (AI) in sales management specifically in the B2B industry. The research delves into the possible advantages of incorporating AI, such as an enhanced understanding of customer behavior and customized advertising. The author presents different approaches to integrating AI technology into B2B sales procedures. The research emphasizes the importance of utilizing advanced technology in customer success management and digital marketing to enhance customer loyalty.

In their study, Storbacka and Moser (2020) conduct research on the changing role of marketing within modern business settings. According to their argument, marketing has evolved from a transactional role to a strategic one, with a focus on co-creating value with customers and fostering lasting relationships. The authors conduct research on the implications of this paradigm shift for marketing propositions, processes, and partnerships. The research emphasizes the importance of businesses adopting a collaborative and customer-centric approach to establish long-lasting connections with their clients.

2.1 Research Hypothesis

The successful combination of customer success management, digital marketing tactics, and cutting-edge technologies like artificial intelligence and cognitive computing has a positive impact on a company's reputation and competitiveness.

This hypothesis suggests that effectively merging customer success management (CSM), digital marketing methods, and innovative technologies such as AI and cognitive computing is crucial for improving a company's reputation and competitive position in the market. Firms that skillfully blend these approaches are more likely to stand out from the competition and achieve better results.

The literature review highlights the importance of customer success management, digital marketing tactics, and the use of advanced technologies in boosting organizational reputation, customer satisfaction, and loyalty. However, there is a shortage of research examining how the integration of these strategies and technologies affects a company's competitiveness in the

market.

As a result, the hypothesis that companies with a well-coordinated CSM, digital marketing tactics, and innovative technologies generally possess a greater competitive advantage in the market makes sense. This hypothesis fills a gap in the literature and emphasizes the significance of the collaboration between these strategies and technologies in achieving a competitive edge. By exploring this hypothesis, the study can contribute to the existing literature on customer success management, digital marketing tactics, and the utilization of advanced technologies by providing insights into how their integration can lead to a competitive advantage for companies.

The cooperation between the customer success department, marketing department, and the adoption of innovative technologies is essential for an organization's success. It has been observed that improved coordination between these departments and the implementation of advanced technologies can lead to better customer retention, lower churn, increased brand loyalty, and a more robust brand image. This literature review aims to offer a comprehensive understanding of the relationship between customer success, marketing, and innovative technologies, and how their integration can benefit organizations. The review focuses on several key areas, including customer success management, digital marketing tactics, customer engagement, customer relationship management, and the use of artificial intelligence and cognitive computing.

2.1.1 Customer Success Management

According to Adams (2019), there exists a model for customer success management (CSM) that plays a crucial role in facilitating the prompt achievement of customer success. Understanding customer requirements and expectations is crucial, according to the author. Providing solutions that meet their needs and desires is essential. Crosby (1991) asserts that Total Quality Management (TQM) is closely connected to customer success as TQM prioritizes customer satisfaction. The research objective is to investigate how CSM can enhance customer satisfaction by meeting their needs and demands.

Research Hypothesis 1: Effective customer success management, combined with innovative digital marketing strategies, leads to better customer retention and reduced churn.

2.1.2 Customer Engagement

Customer engagement is defined as the degree of involvement, interaction, and emotional

connection that a customer has with a brand. Doree'n Pick et al. (2010) suggested that customer engagement behavior is a multi-dimensional construct that includes cognitive, emotional, and behavioral dimensions. Beckers et al. (2018) investigated the effect of company-initiated customer engagement behavior on shareholder value. The study found that customer engagement behavior positively affects shareholder value.

Customer Relationship Management (CRM) is an approach that organizations use to manage their interactions with customers and prospects. Boulding et al. (2005) presented a roadmap for CRM that includes four stages: customer acquisition, customer retention, customer extension, and customer referral. The authors suggested that organizations should focus on building long-term relationships with customers to enhance customer loyalty and retention. Coussement et al. (2010) studied customer churn prediction and found that generalized additive models can improve marketing decision-making in a customer churn prediction context.

Research Hypothesis 2: The synergy between customer success management, digital marketing strategies, and the adoption of advanced technologies positively influences customer loyalty.

2.1.3 Marketing Strategy

Marketing strategy is an essential component of an organization's success. Ferrell et al. (2021) defined marketing strategy as a comprehensive plan that outlines an organization's overall direction and goals for marketing activities. The authors suggested that organizations should develop marketing strategies that align with their overall business goals and objectives. Edelman (2010) presented a framework for aligning marketing activities with the consumer decision journey. The framework includes four stages: initial consideration, active evaluation, closure, and post-purchase. Burger and Cann (1995) suggested that a post-purchase strategy is crucial for successful industrial marketing and customer satisfaction.

Social media marketing is a crucial element of the marketing mix and has the potential to enhance customer loyalty. Ahmed et al. (2019) conducted research on the impact of social media marketing on brand loyalty and found that it had a positive influence. The study discovered that the level of familiarity an individual has with a brand serves as an intermediary in the relationship between social media advertising and brand loyalty. Bismo and Putra (2019) conducted a study to examine the impact of digital marketing, such as social media and email marketing, on customer engagement and purchase intention. The research indicates that digital

marketing has a positive impact on customer engagement, resulting in a higher inclination to make a purchase.

Research Hypothesis 3: The implementation of innovative technologies in marketing strategies enables better alignment with customer needs, leading to an improved brand image and increased customer loyalty.

By exploring these hypotheses, this study can contribute to a deeper understanding of the relationship between customer success management, digital marketing strategies, and the use of advanced technologies in shaping organizational reputation and competitiveness.

For better understanding, the insights from the following table will provide information about an outline of selected key articles concerning customer success management, digital marketing, and customer loyalty across different research articles.

Table 2.1.3.a

Author(s) & Year	Focus Area	Customer Loyalty	Digital Marketing	
Gupta & Lehmann (2003)	Marketing ROI	✓		
Rust et al. (2004)	Service Quality	✓		
Lemon & Verhoef (2016)	Customer Experience	✓		
Chaffey & Ellis-Chadwick (2019)	Digital Marketing	✓	✓	
Kumar et al. (2010)	CRM & Profitability	✓		✓
Tuli et al. (2007)	Service Quality & Profitability	✓		✓
Zhang (2015)	Brand Awareness	✓	✓	
Wang (2021)	Digital Marketing Capabilities	✓	✓	

Table 1: An Outline of Some Important Studies on the Subjects of Customer Success Management, Digital Marketing, and Customer Loyalty

2.2 Research Gaps

Table 2.2.a

Research Gap	Author(s) & Year	Opportunity for Current Research
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Limited research on the combined impact of digital marketing and customer success management	Chaffey & Ellis-Chadwick (2019); Kumar et al. (2010)	Investigate the synergistic effect of digital marketing and customer success management on customer loyalty
Lack of best practices for integrating digital marketing and customer success management	Wang (2021)	Identify best practices for businesses to effectively combine digital marketing and customer success management efforts
Insufficient focus on challenges faced by businesses in implementing digital marketing and customer success management initiatives	Lemon & Verhoef (2016); Tuli et al. (2007)	Examine the challenges faced by businesses in implementing digital marketing and customer success management and suggest possible solutions

Table 2: The Effect of Customer Success Management and Digital Marketing on Customer Loyalty: Successful Strategies and Obstacles Facing Companies in the Consumer Goods and Services Industry.

3. Methodology

3.1 Research Design

The research design and methodology used in this study aimed to examine the effects of customer success management and digital marketing on customer loyalty in the goods and services market. After analysing various research approaches performed by various researchers and analysing each pros and cons, we decided to conduct this research with an online survey research design utilized in this study, which included a cross-sectional survey design questions (Groves et al., 2009). The purpose of the research was to gather data from individuals who have had experiences with digital marketing and customer success management in their interactions with businesses. Utilizing a cross-sectional survey design, data was gathered from a significant number of participants at a particular moment in time, offering a brief overview of their viewpoints and experiences concerning customer success management, digital marketing, and customer loyalty.

3.2 Research Approach

The research questionnaire was developed to collect data from individuals who have encountered digital marketing and customer success management in their interactions with businesses.

The survey questionnaire was structured into multiple categories, including the following Aspects:

Digital Marketing Experiences: In this section the questionnaire mostly aligns towards the participants, exploring how participants will be sharing their experiences with digital marketing, including the types of digital marketing they had encountered, the frequency of their exposure to digital marketing, and their perceptions of the efficacy of digital marketing.

Customer Success Management Experiences: In this section of the questionnaire, when the responses will be collected and explored. We can get insights into how the experiences of customers with customer success management, including the effectiveness of the customer success program, their contentment with the service, and their views on how customer success management influenced their allegiance to the organization.

Customer Loyalty: This section of the questionnaire when answered by participants will provide us the compiled data on the loyalty of customers to the organization, encompassing the variables that impacted their loyalty and the extent to which their interactions with customer success management and digital marketing influenced their loyalty to the organization.

The survey instrument was developed utilizing diverse question structures, including multiple-choice, rating scales, and open-ended inquiries. The inquiries were clear, brief, and relevant to the subject of investigation.

In order to ensure the accuracy and consistency of the survey instrument, a preliminary investigation was carried out using a limited sample size prior to disseminating the questionnaire to a larger population. The preliminary investigation aided in detecting any errors or ambiguous elements in the questionnaire, enabling essential modifications to improve the survey instrument's accuracy.

3.3 Data collection

This chapter elaborates on the techniques and procedures employed over a wider context of participants from a variety of ethnic backgrounds to collect data for the present research investigation. We are conducting data collection using a survey questionnaire, intending to obtain insights from customers who have engaged with businesses via digital marketing and customer success management.

3.3.1 Sampling

The research centered on customers who have experienced digital marketing and customer success management in their interactions with businesses. We employed a convenience

sampling method to select our sample. We have decided to collect 100 survey responses as our sample size for data collection.

3.3.2 Data Collection Approach

The survey questionnaire was formulated as per the research objectives and inquiries. The data collection process involved four sections in the questionnaire, namely demographics, digital marketing, customer success management, and customer loyalty. We incorporated a blend of 6 point Likert multiple-choice questions for data collection. Each of the responses were ranked from 1-6 for the purpose of analysing and further understanding the data. We ensured that the questions were concise, relevant to the research topic, and easily comprehensible.

We have utilized electronic survey tools such as Google Forms to disseminate the survey questionnaire online. The survey link was disseminated via email and social media channels like LinkedIn, WhatsApp, Facebook to collect the data. Participants were informed about the anonymous nature of the survey and options were provided for them to opt-out from participating in the survey.

3.3.3 Data Pre-Processing

Before commencing the primary investigation, a pilot study was carried out over a wide range of participants from a variety of ethnic backgrounds working in CSM, and DM domains to assess the dependability and accuracy of the survey questionnaire. For the pilot study, we selected a sample size of 10 respondents who have experience in digital marketing and customer success management. This pilot study aided in detecting any inaccuracies or ambiguous elements in the survey questions, enabling us to make essential modifications and enhance the survey's standard.

3.4 Data analysis

The collected data were analyzed using Microsoft Excel pivot tables and charts. The analysis was carried out using descriptive statistics such as means, frequencies, and percentages.

3.5 Ethical considerations

The study was conducted in accordance with ethical principles such as informed consent, privacy, confidentiality, and anonymity. The participants were informed about the purpose of the study, and their consent was obtained before participating in the survey. The participants were assured of the confidentiality of their responses, and the data was stored securely to prevent unauthorized access.

4. Findings and Analysis

4.1 Introduction

The research performed will be using a mixed-methods research approach, combining qualitative and quantitative data collection and rank order analysis approaches. The research findings are derived based on empirical data collected through a combination of questionnaires through a survey. The survey was designed to test consumer preferences and perceptions towards marketing, customer success and their importance or influence in their relationship with the brand. In a way, the survey would measure brand loyalty and some of the factors influencing them. The results were analyzed using various methods. To aid the analysis each of the 6 different types of responses in the survey were assigned numerical values to each one of them. This analysis further helped in studying the measures of central tendency among these varied datasets collected as part of the survey conducted.

4.2 Measures of central tendency analysis

Measures of central tendency were used in the research to analyse the survey responses (Kendall & Stuart, 1979). The survey responses were measured on a 6-point scale, which was then used to calculate the mean scores for each question. Specifically, weighted mean scores were calculated for questions related to marketing and customer perception of the brand, customer satisfaction analysis, and customer loyalty analysis.

Measures of central tendency provide a single value that represents the center of a data set (Levine, Krehbiel, & Berenson, 2019). In the context of this research, measures of central tendency were used to summarize the survey responses and provide a single value that represents the overall perception of the customers regarding the company's marketing efforts, customer success management, and digital marketing strategies.

The weighted mean scores calculated from the survey responses provide valuable insights into the customers' perceptions of the company's performance in various areas (McClave, Benson, & Sincich, 2019).

Overall, measures of central tendency analysis provide a useful tool to summarize survey responses and provide valuable insights into customers' perceptions (Norusis, 2018). However, it is important to note that measures of central tendency do not provide a complete picture of the data set and may be influenced by outliers or skewed data. Therefore, it is important to supplement measures of central tendency analysis with other statistical tools and methods to gain a comprehensive understanding of the data set.

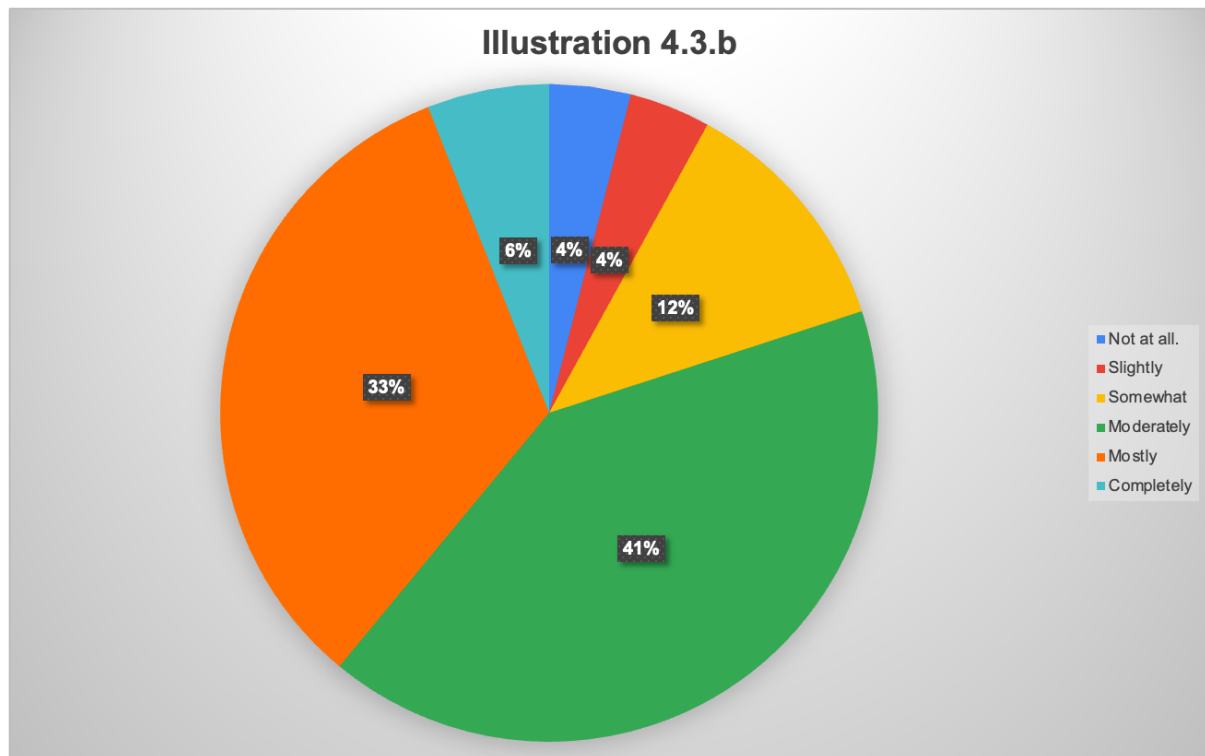
4.3 Marketing & customer perception of the brand.

To test the amount of influence digital marketing has on building positive image about the brand in customer's brain, the research survey approached the customer with this query, *"To what extent do you feel the company's marketing efforts have positively influenced your overall perception of their brand?"*. They were asked to choose from a 6-point Likert scale options. Each of these options were assigned rank order ranging from 1-6 as indicated in Table 4.3.a.

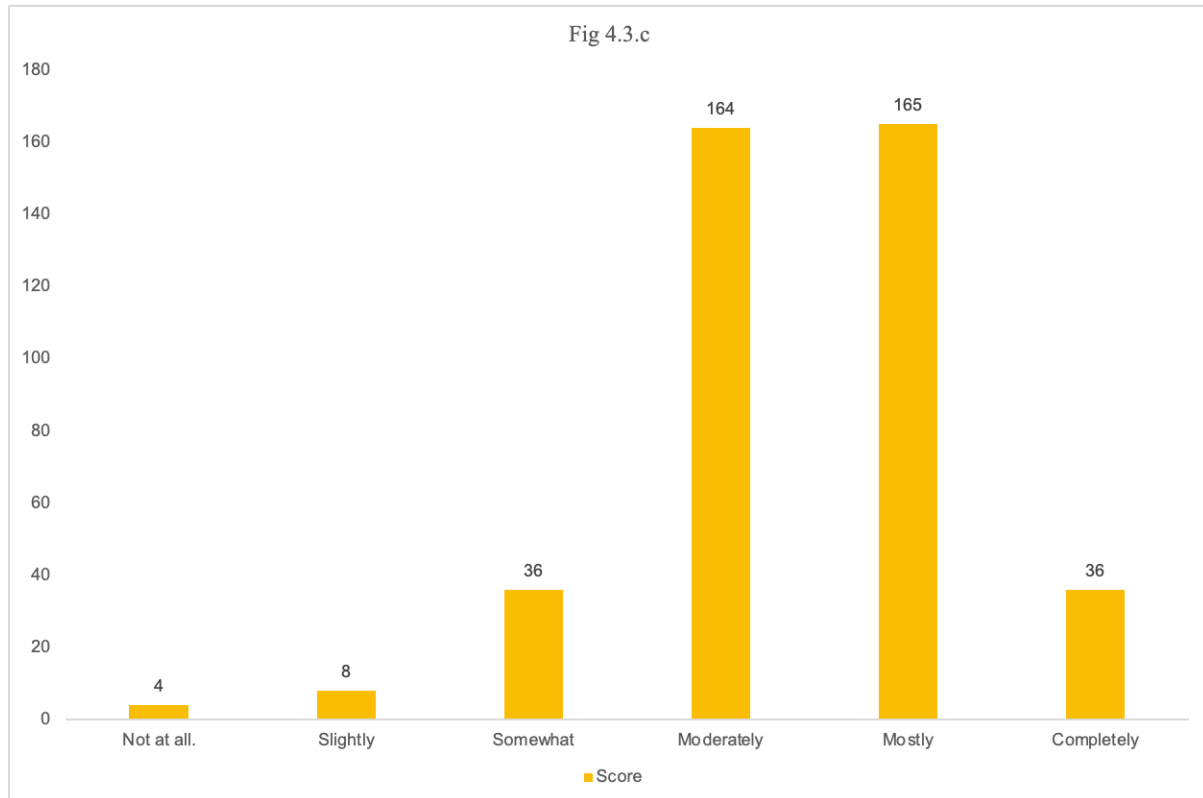
Table 4.3.a

Rating	Rank	Sentiment	
Not at all	1	Poor	
Slightly	2	Poor	
Somewhat	3	OK	
Moderately	4	OK	
Mostly	5	Good	
Completely	6	Good	

The results obtained from the respondents is illustrated below in 4.3.b. The input from customers regarding how much the company's marketing initiatives have positively impacted their perception of the brand overall leads one to believe that the marketing methods are moderately effective in strengthening the brand image. A majority of the respondents (79%) rated the marketing efforts as moderately, mostly or completely effective. Only 8% of respondents gave the marketing initiatives a rating of not at all or only slightly effective. Despite the fact that the majority of customers view the company's brand favourably as a result of its marketing initiatives, a sizeable portion of them (29%) thought the tactics were only somewhat effective. This demonstrates the necessity for the business to keep improving its marketing tactics in order to preserve and improve the perception of its brand. Overall, the findings show that the company's brand perception has benefited from the marketing activities.



For further analysis, the research calculated the aggregate score of each item by adding the values as per the ranking based on the responses received from the customer. As per the survey results obtained, 6 out of the 100 respondents gave the full rating of 6/6 for this question. They were absolutely certain about the fact that the company's digital marketing did play a huge part in them viewing positively about the brand, the total score assigned for this response was obtained by multiplying the number of responses with the rank score of i.e. 6 assigned to the response. Thus, this response accumulated a score of 36 overall. Similarly, 33 respondents gave 5 rank responses accumulating an aggregate score of 165 against the response "mostly". The largest group i.e., 41 respondents gave the response "moderately.", this response had an assigned rank score of 4 and accumulated a score of 164. The score achieved by each of the responses is illustrated in the graph 4.3.c below. It can be observed that majority of the respondents rated highly of this query.



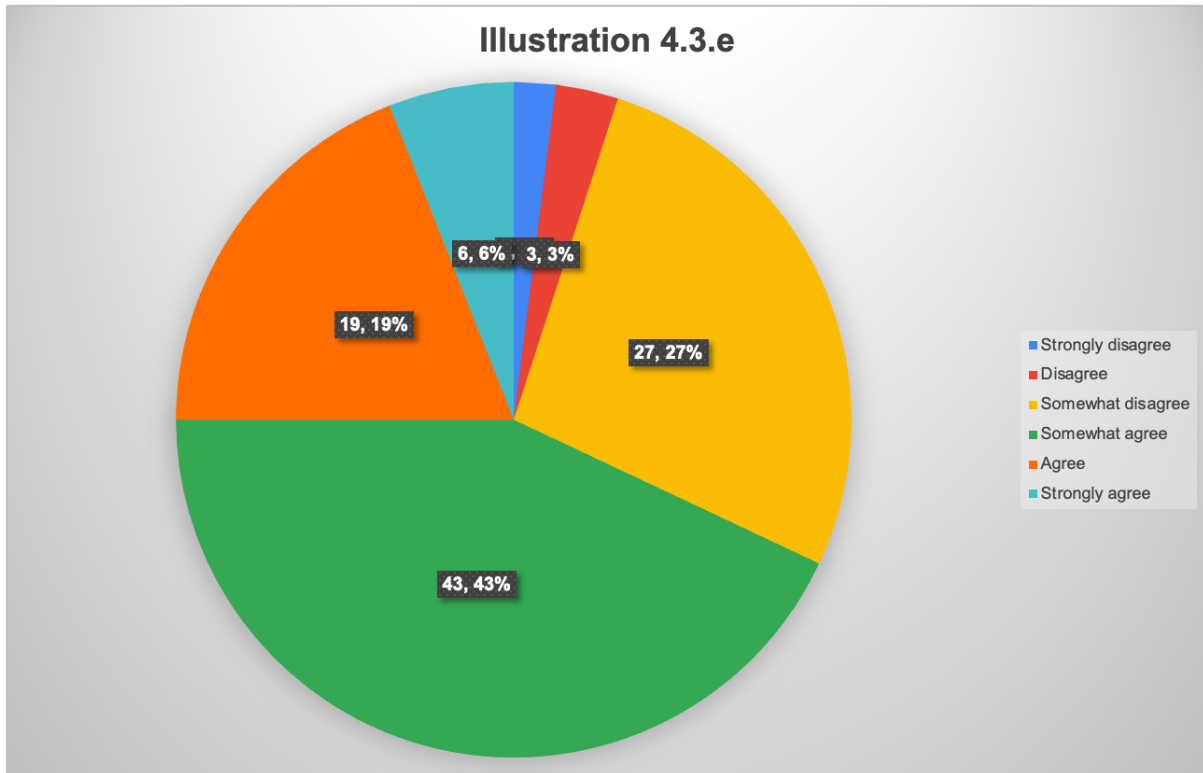
The research then calculated the weighted mean score and the result obtained was a rank of 4.13/6. This indicates a favourable response towards the query put forth. A total score of 413 was obtained from 100 respondents.

Now let's look at how customers responded when they were asked "*How much do they agree that the company's digital marketing strategies effectively communicated the value and benefits of the company's products or services?*". They were asked to choose from the ranked options as illustrated in table 4.3.d below. The objective of this query was to measure the effectiveness of marketing communication in making them understand the value and benefits associated with the product.

Table 4.3.d

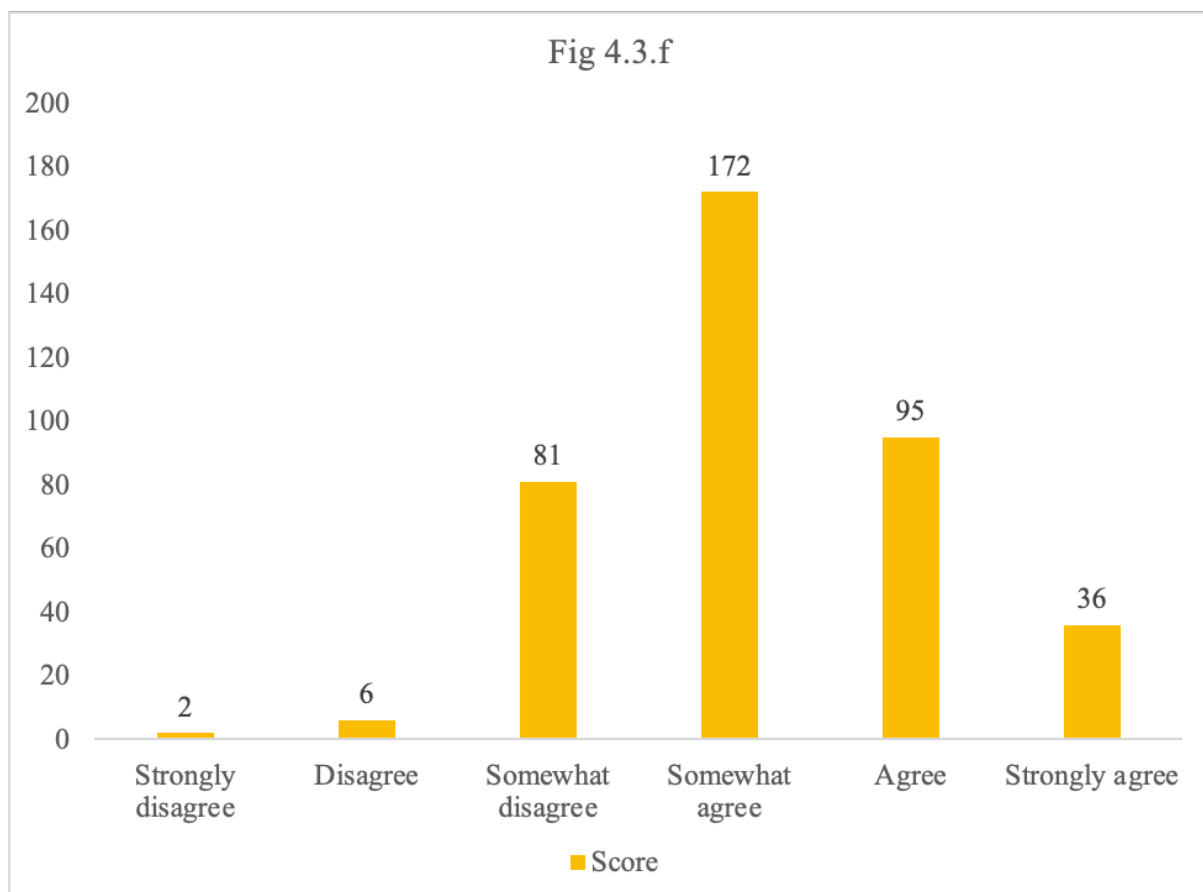
Rating	Rank	Sentiment	
Strongly disagree	1	Poor	
Disagree	2	Poor	
Somewhat disagree	3	OK	
Somewhat agree	4	OK	
Agree	5	Good	
Strongly agree	6	Good	

Response received from the customers is illustrated in table 4.3.e below. Based on the survey results, the majority of customers (69%) felt that the company's digital marketing strategies only somewhat or moderately effectively communicated the value and benefits of its products or services. Specifically, 2% strongly disagreed, 3% disagreed, and 27% somewhat disagreed, while 43% somewhat agreed, 19% agreed, and 6% strongly agreed.



Ranked score analysis was conducted on this data set as well. The weighted mean score for these responses is 3.35 out of 6, indicating that, on average, customers perceive the effectiveness of the company's digital marketing strategies to be moderate.

These results suggest that the company may need to revisit its digital marketing strategies to improve the effectiveness of its messaging and communication of the value and benefits of its products or services. The majority of customers expressed some level of dissatisfaction with the effectiveness of the marketing strategies, indicating that there is room for improvement. Overall, these findings highlight the importance of continuous evaluation and optimization of marketing efforts to effectively reach and engage customers.

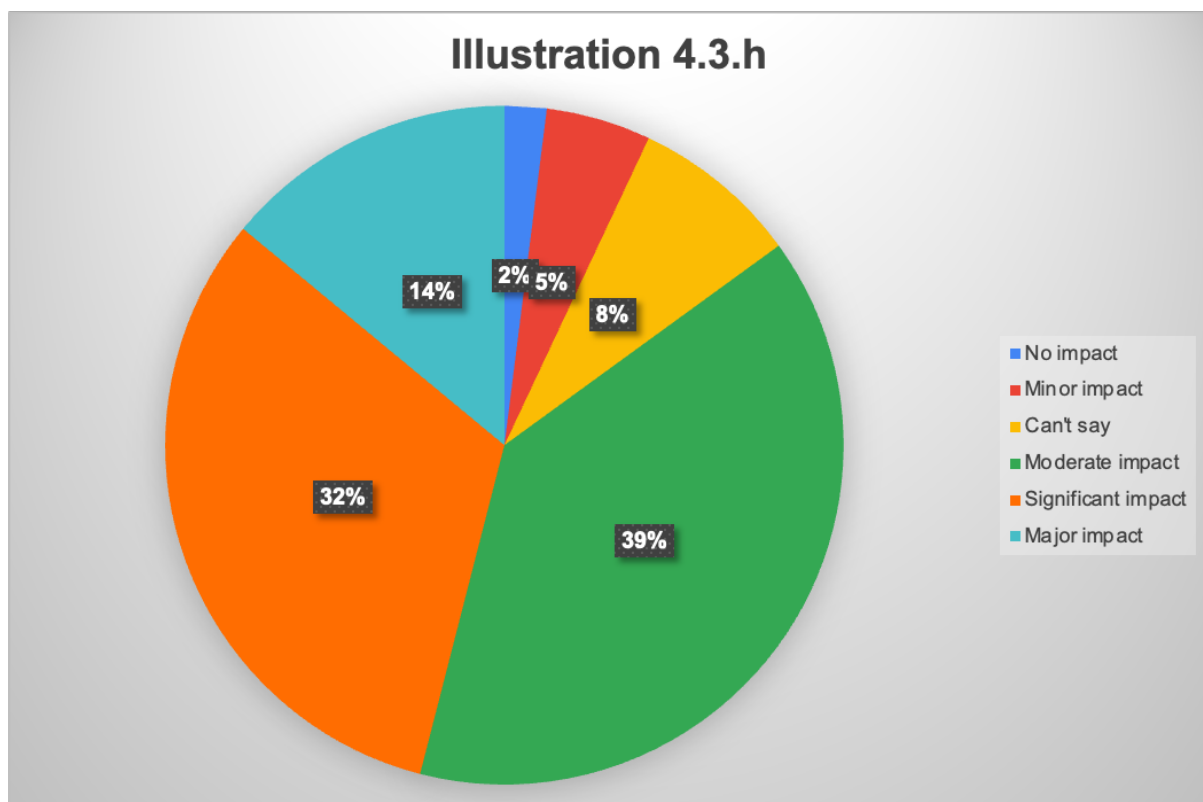


Another query that was put forth to the customers regarding the marketing function of the company was “*How much of an impact did the company's digital marketing strategies have on your decision to purchase/renew or continue using their products/services?*”. This again was measured as responses on 6 point scale as indicated in the table 4.3.g below.

Table 4.3.g

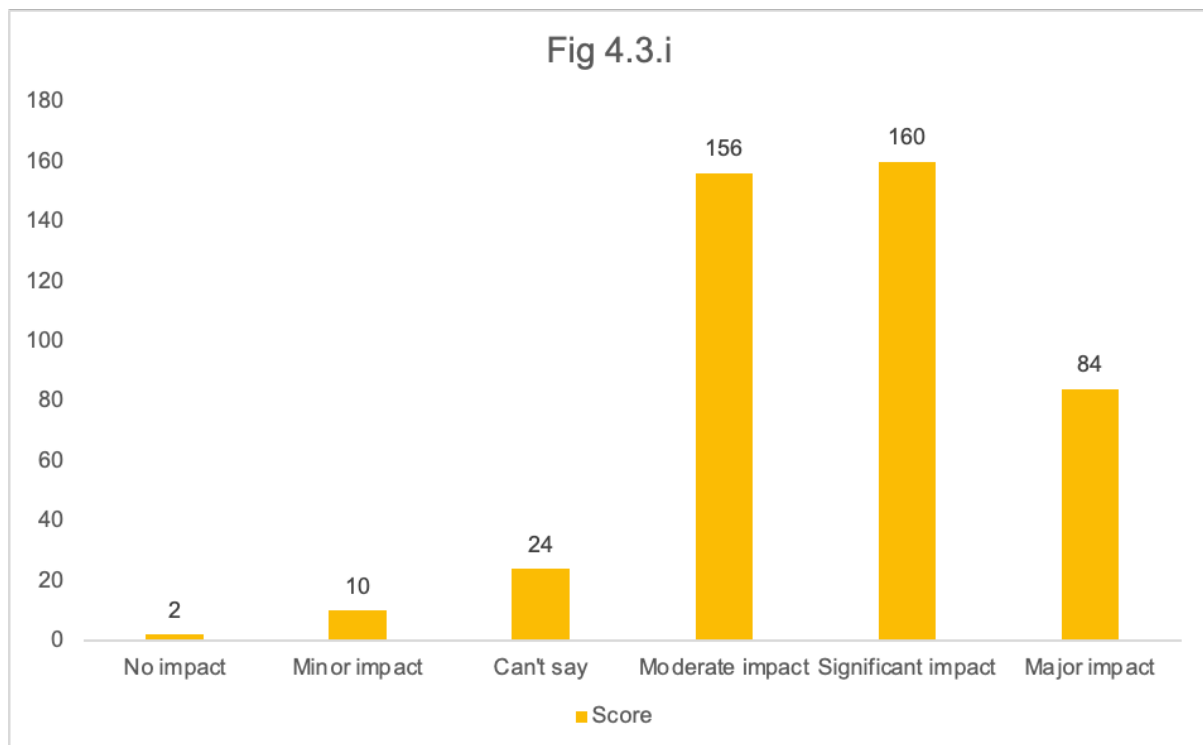
Rating	Rank	Sentiment	
No Impact	1	Poor	
Minor impact	2	Poor	
Can't say	3	OK	
Moderate impact	4	OK	
Significant impact	5	Good	
Major impact	6	Good	

The survey results indicate that the majority of customers (85%) reported that the company's digital marketing strategies had some level of impact on their decision to purchase, renew, or continue using the products or services. Specifically, 2% reported no impact, 5% reported a minor impact, 8% could not say, while 39%, 32%, and 14% reported moderate, significant, and major impacts, respectively.






The weighted mean score for these responses is 4.36 out of 6, indicating that, on average, customers perceive the company's digital marketing strategies to have a moderate to significant impact on their decision-making.

These results suggest that the company's digital marketing strategies are effective in influencing customer behaviour to some extent. A majority of customers reported being influenced to some degree, with a significant proportion (46%) indicating a moderate to major impact. However, a substantial proportion (13%) could not say, which suggests that the impact of the marketing strategies may not be clear or obvious to some customers. Overall, these findings highlight the importance of ongoing monitoring and optimization of marketing efforts to effectively engage customers and influence their decision-making.

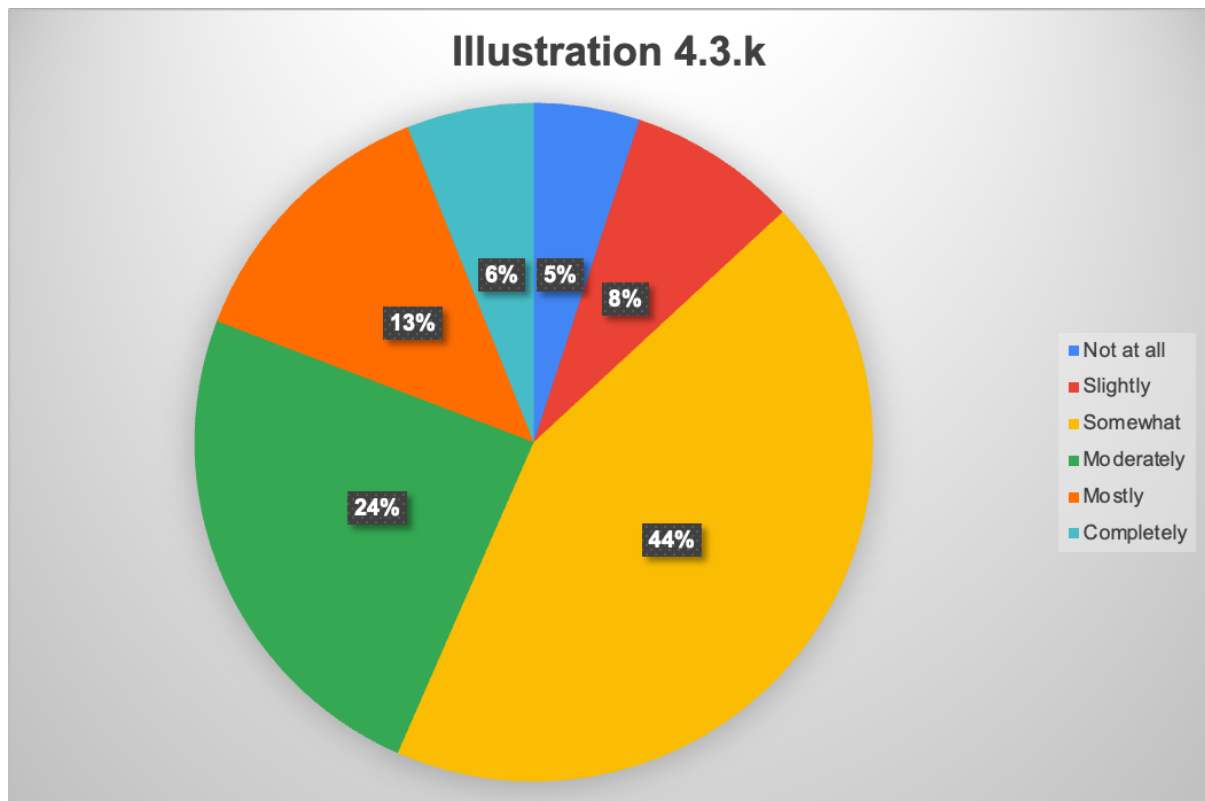


The survey further asked the customer the following and collected subsequent responses as well “*To what extent do you feel that the company's marketing efforts are innovative and use advanced technologies to improve the customer experience?*”. They were required to answer on a 6 point scale as before.

Table 4.3.j

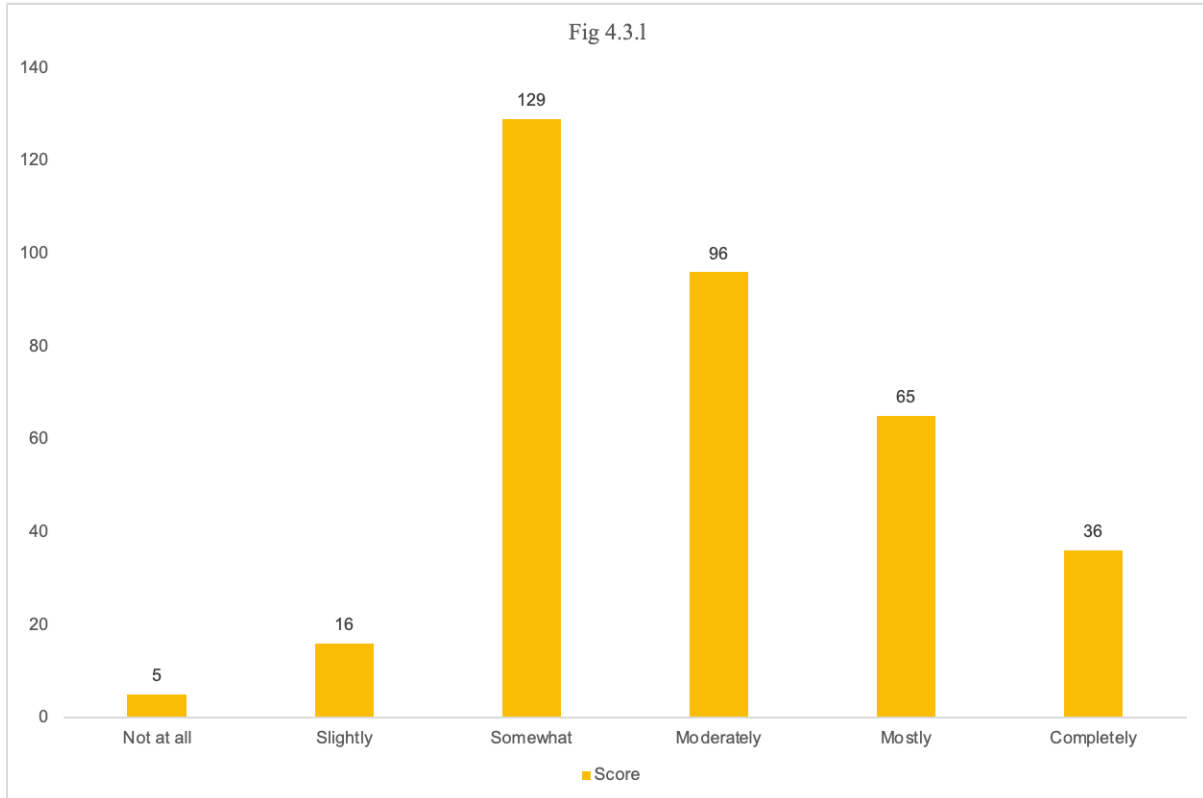
Rating	Rank	Sentiment	
Not at all	1	Poor	
Slightly	2	Poor	
Somewhat	3	OK	
Moderately	4	OK	
Mostly	5	Good	
Completely	6	Good	

Based on the customer responses received, it appears that the company's marketing efforts are perceived to be moderately innovative and utilizing advanced technologies to improve the customer experience. 53% of respondents rated the marketing efforts as moderately, mostly, or completely innovative and advanced, while 13% rated them as not at all or slightly so. Specifically, 5% rated the marketing efforts as not at all innovative, 8% slightly innovative, 44% somewhat innovative, 24% moderately innovative, 13% mostly innovative, and 6% completely innovative.



The weighted mean score for these responses is 3.47 out of 6, indicating an average level of innovation in the company's marketing efforts.

These results suggest that the company's marketing efforts are perceived positively by the majority of customers, with a significant proportion (44%) rating them as somewhat innovative. However, a considerable proportion (18%) rated the efforts as not at all or slightly innovative, suggesting that there is scope for improvement to enhance the use of advanced technologies to improve the customer experience. Overall, the results highlight the importance of continuously exploring and implementing innovative marketing strategies to stay ahead of the competition and improve customer satisfaction.



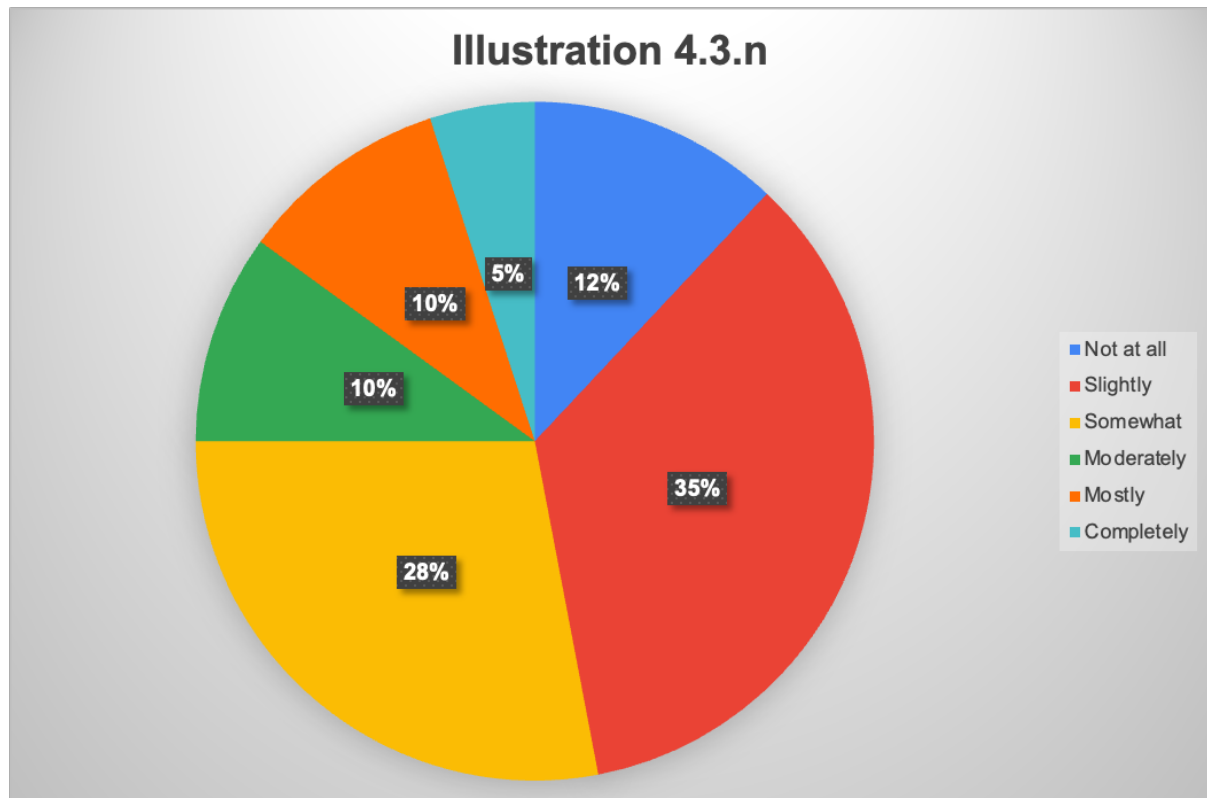
To conclude the marketing section of the survey we asked the respondents this question, “To what extent do you feel that the company's digital marketing strategies have helped you discover new features and use cases for their products/services?”. Their responses were measured based on 6 points with a rank score for each as in the case of other questions that were part of the survey.

Table 4.3.m

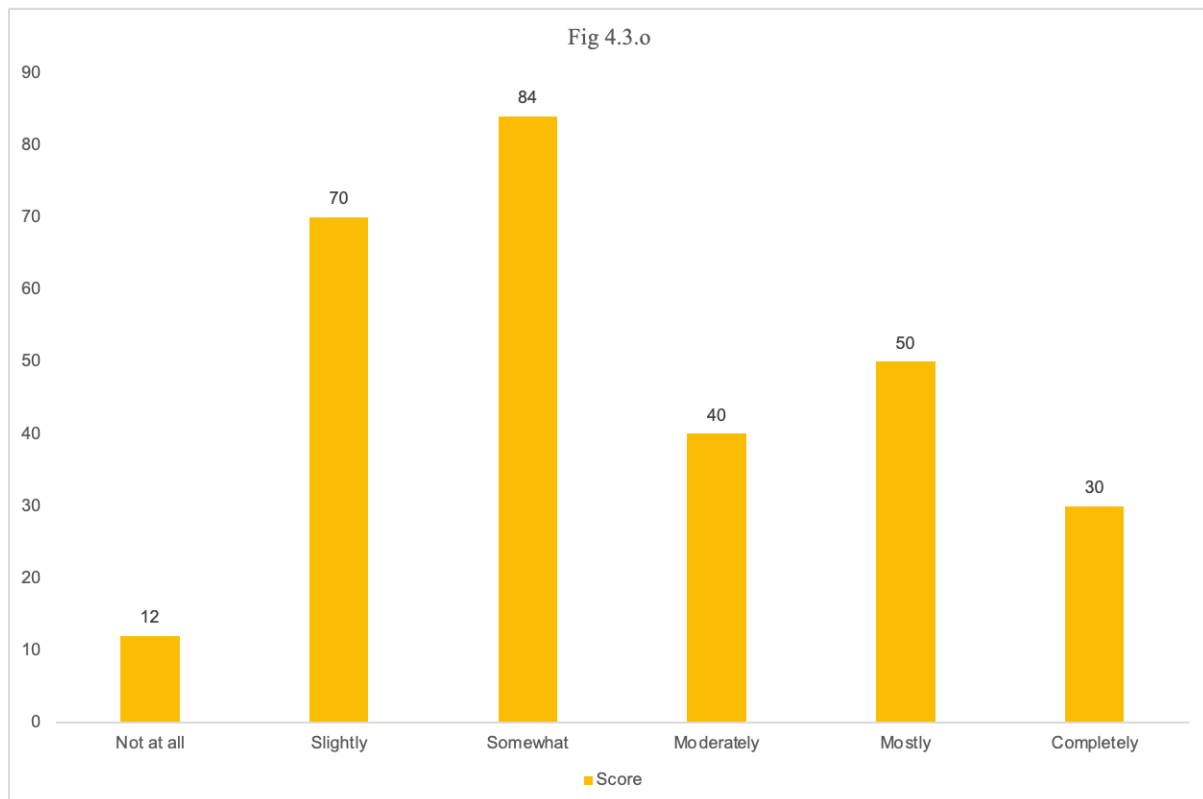
Rating	Rank	Sentiment
Not at all	1	Poor 
Slightly	2	Poor
Somewhat	3	OK 
Moderately	4	OK
Mostly	5	Good
Completely	6	Good

The survey results indicate that the majority of customers (52%) did not feel that the company's digital marketing strategies helped them discover new features and use cases for its products or services. Only 48% of customers rated the marketing strategies as somewhat, moderately,

mostly, or completely effective in this regard. While some customers reported that the marketing strategies were somewhat effective (28%), the results suggest that there is significant scope for improvement in this area. The company may need to revisit its digital marketing strategies to better communicate new features and use cases for its products or services. These findings highlight the importance of continuous evaluation and optimization of marketing efforts to effectively reach and engage customers, and to better communicate the value of the company's products or services.



The weighted mean score for these responses is 2.86 out of 6, indicating that customers perceive the effectiveness of the company's digital marketing strategies to be less effective in helping them discover new features and use cases for its products or services. These results suggest that the company's digital marketing strategies may need to be refined to better communicate new features and use cases for its products or services to customers. The majority of customers expressed some level of dissatisfaction with the effectiveness of the marketing strategies, indicating that there is significant scope for improvement. Overall, these findings highlight the importance of continuously evaluating and optimizing marketing strategies to effectively reach and engage customers, and to better communicate the value of the company's products or services.



4.4 Satisfaction Analysis

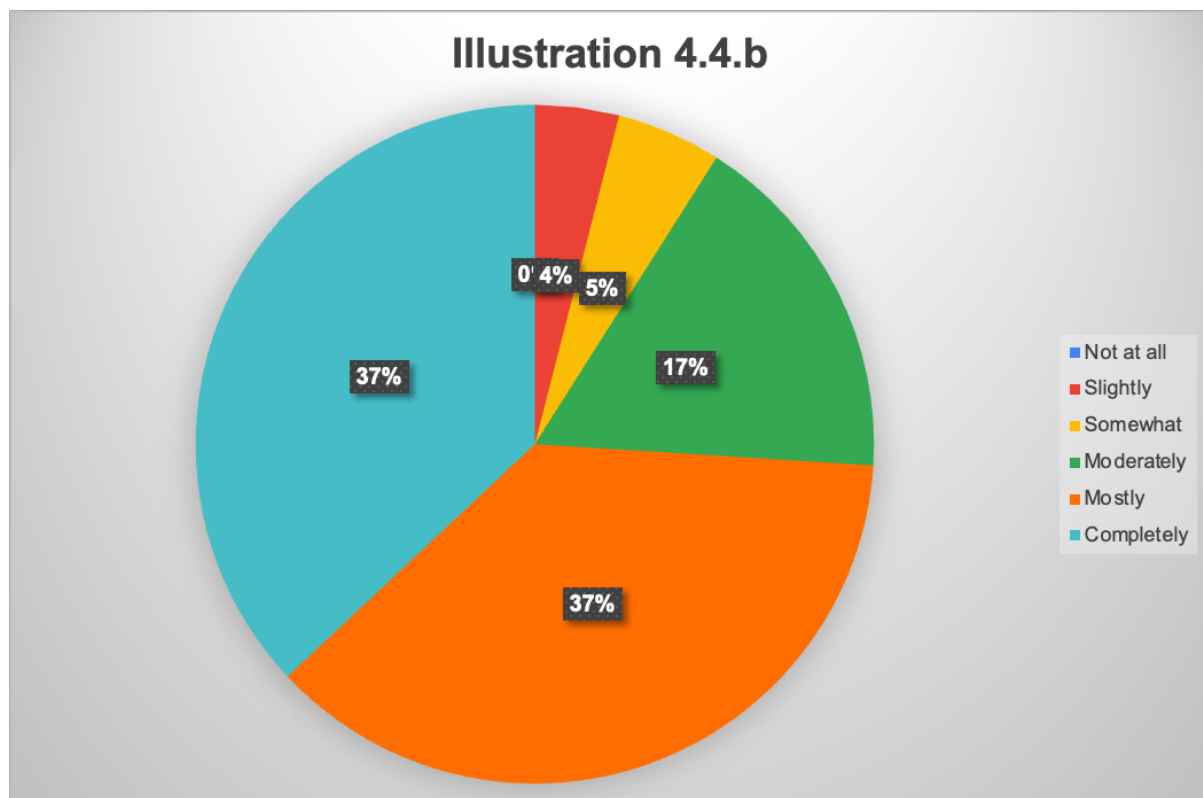
In the earlier section we analyzed different customer perspectives on marketing and how they perceive the influence of marketing in instilling a certain level of affinity towards the brand and certain other aspects through 5 different queries. In this section, we move forward and look at the influence customer success team has on molding positive attitude in customer towards the brand.

Firstly, the survey asked the customers “To what extent do you feel that the company's customer success management has positively influenced your overall perception of their brand?”. The responses were measured on a 6 point scale again for consistency without experiments on the marketing function. The responses and their rank for analysis is illustrated in the table 4.4.a.

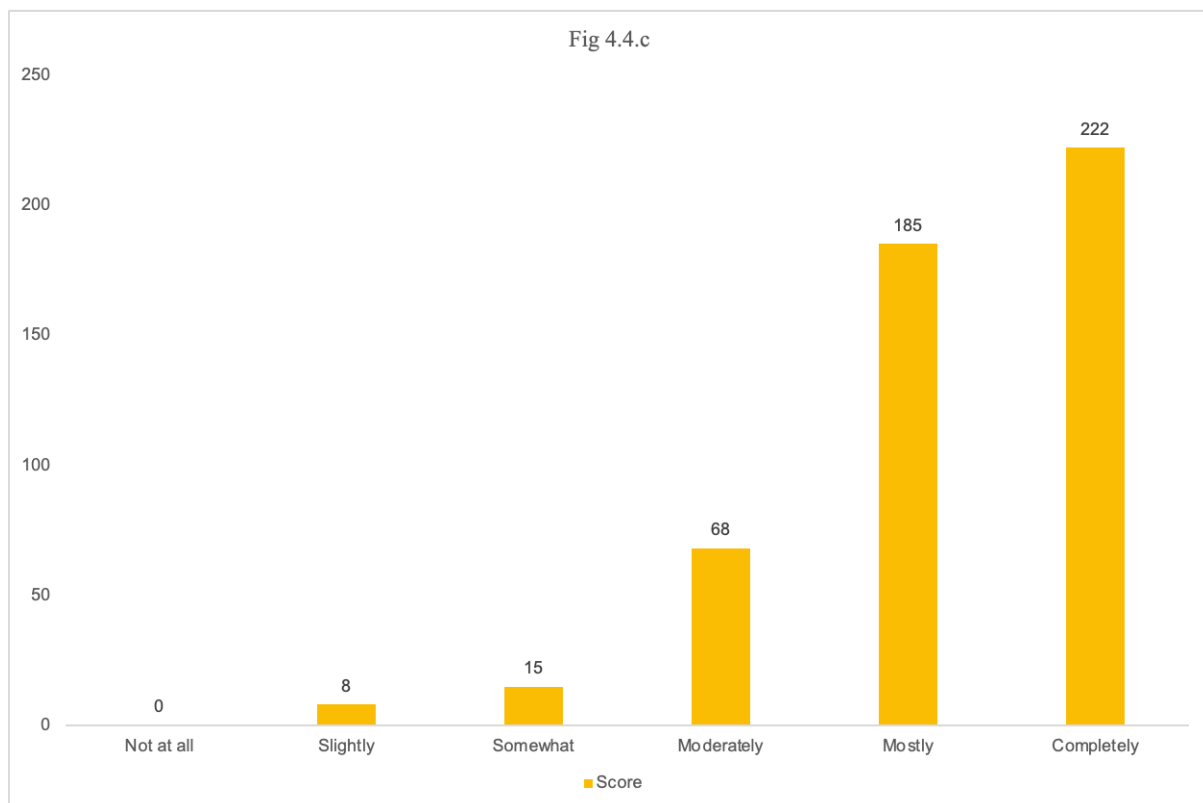
Table 4.4.a

Rating	Rank	Sentiment	
Not at all	1	Poor	
Slightly	2	Poor	
Somewhat	3	OK	
Moderately	4	OK	
Mostly	5	Good	
Completely	6	Good	

By looking at the survey results it appears that the company's customer success management has had a significant positive impact on their overall perception of the brand. A vast majority (74%) of respondents rated the customer success management as mostly or completely effective in improving their perception of the company's brand, while only 4% rated it as not at all or slightly effective. Specifically, 37% of customers rated the customer success management as mostly effective and another 37% rated it as completely effective, while 17% rated it as moderately effective, and 5% rated it as somewhat effective.



The weighted mean score for these responses is 4.98 out of 6, indicating that customers perceive the effectiveness of the company's customer success management to be very high in improving their perception of the brand. These results suggest that the company's focus on customer success management results in a positive impact on customer perception and has effectively built customer loyalty. The majority of customers expressed a positive perception of the company's brand due to its customer success management efforts, highlighting the importance of such initiatives in building a positive reputation in the market. Overall, these findings emphasize the importance of investing in effective customer success management strategies to improve customer satisfaction and brand perception.



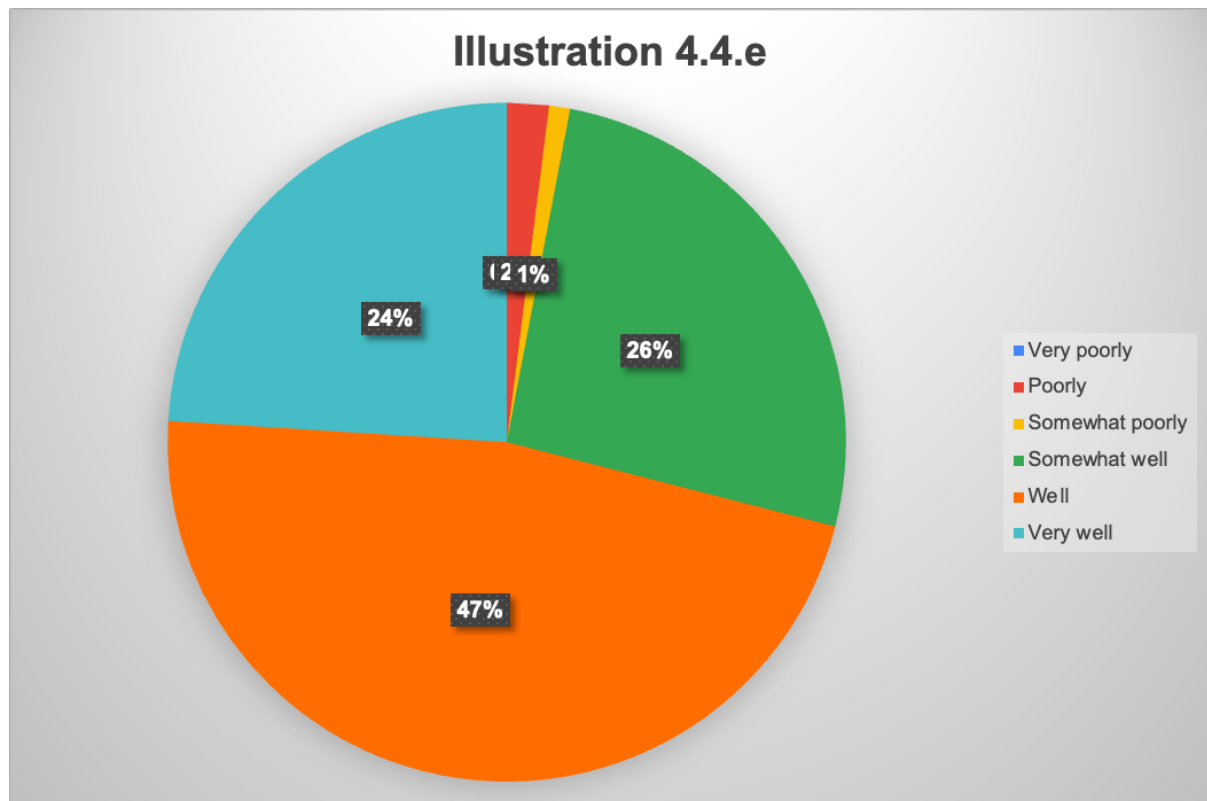
Next question on the survey was, “How well do you feel that the company's customer success management team understands your specific business needs and challenges?”. Table 4.4.d presents the survey responses and their associated ranks, which were used for analysis purposes.

Table 4.4.d

Rating	Rank	Sentiment
Very poorly	1	Poor 
Poorly	2	Poor 
Somewhat poorly	3	OK 
Somewhat well	4	OK 
Well	5	Good 
Very well	6	Good 

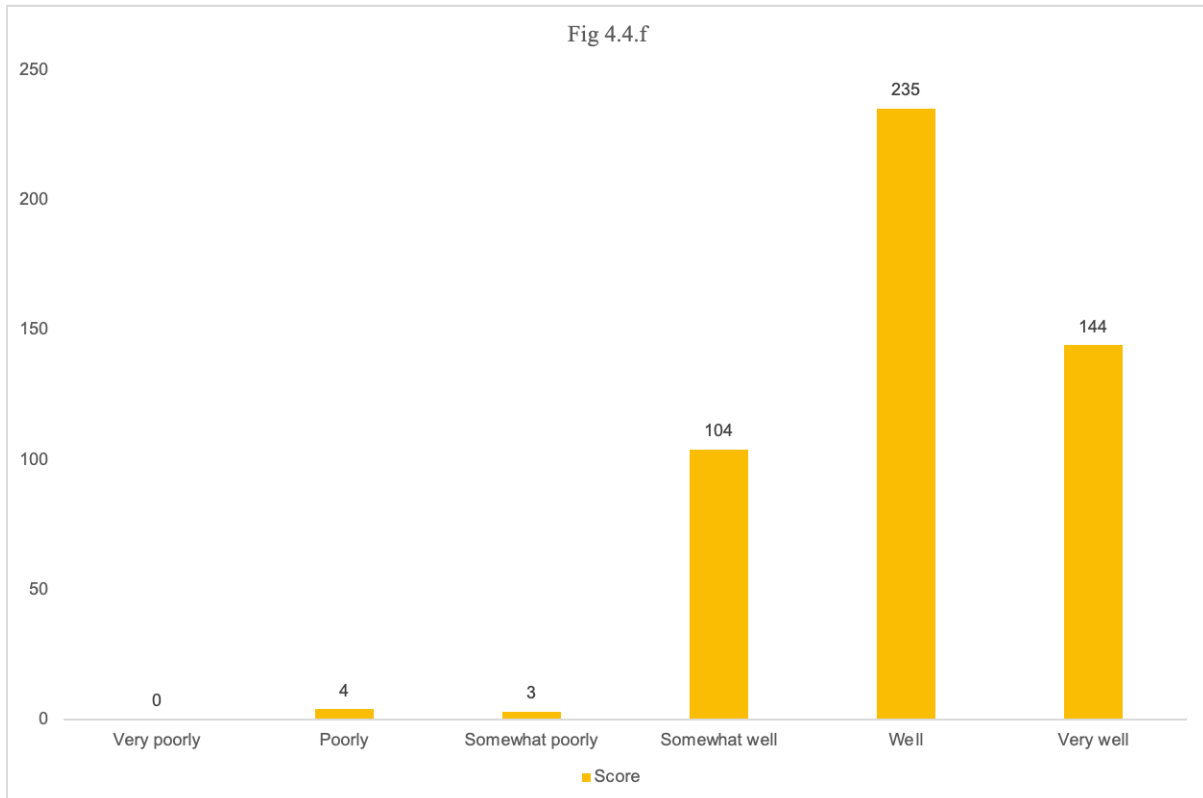
Survey results indicate that the company's customer success management team appears to have a good understanding of the specific business needs and challenges of its customers. Specifically, 71% of customers rated the team as well, or very well understanding their business needs and challenges, while only 4% rated the team as somewhat or very poorly understanding them.

The majority of customers (71%) rated the team's understanding of their specific business needs and challenges as well or very well, with a significant proportion (47%) rating them as well. However, a notable proportion of customers (27%) rated the team's understanding as only somewhat well, indicating some room for improvement in addressing customers' unique needs and challenges.



The weighted mean score for these responses is 4.90 out of 6, indicating that customers perceive the team's understanding of their business needs and challenges to be generally good.

Overall, the survey results suggest that the company's customer success management team understands the customer well and this fact is also acknowledged by customers. This function also tends to be rated higher in comparison with the marketing function based on the survey results we have analysed so far.



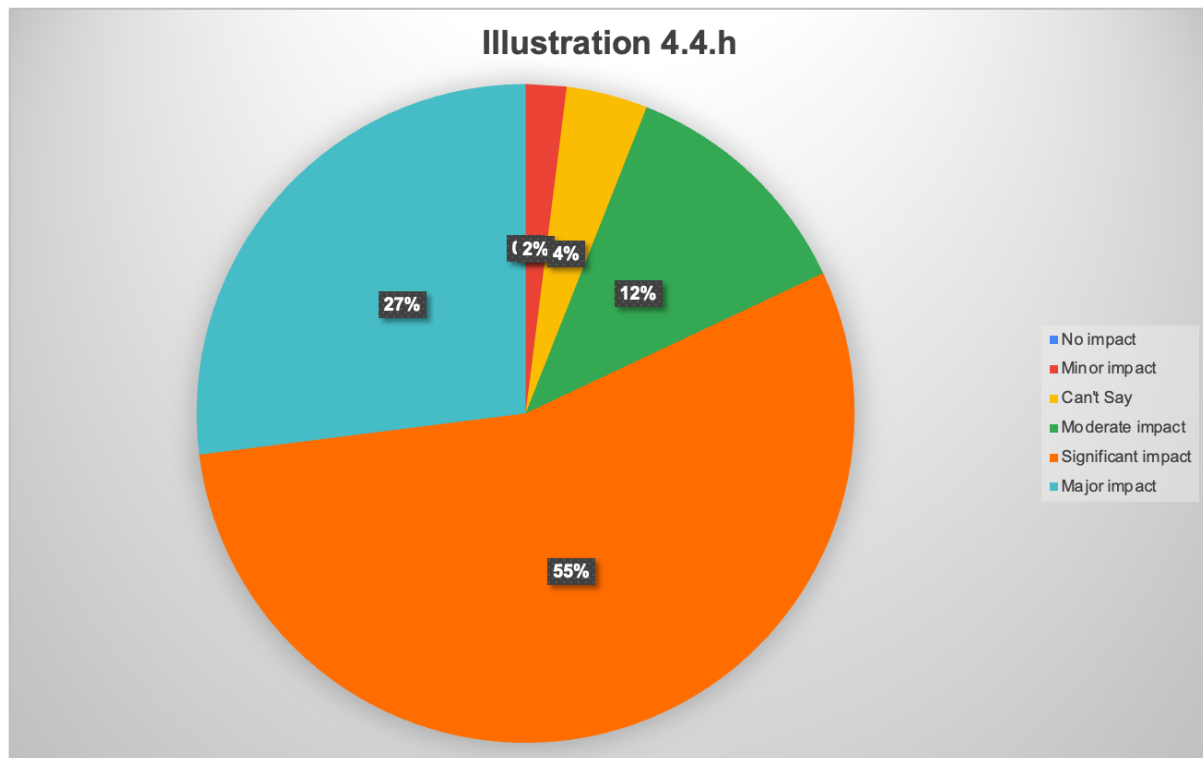
The research went on to query the customer with the following, “How much of an impact does the company's customer success team have on your decision to renew or continue using their products/services?”. Table 4.4.g displays the survey responses along with their corresponding ranks, which were utilized for the purposes of analysis.

Table 4.4.g

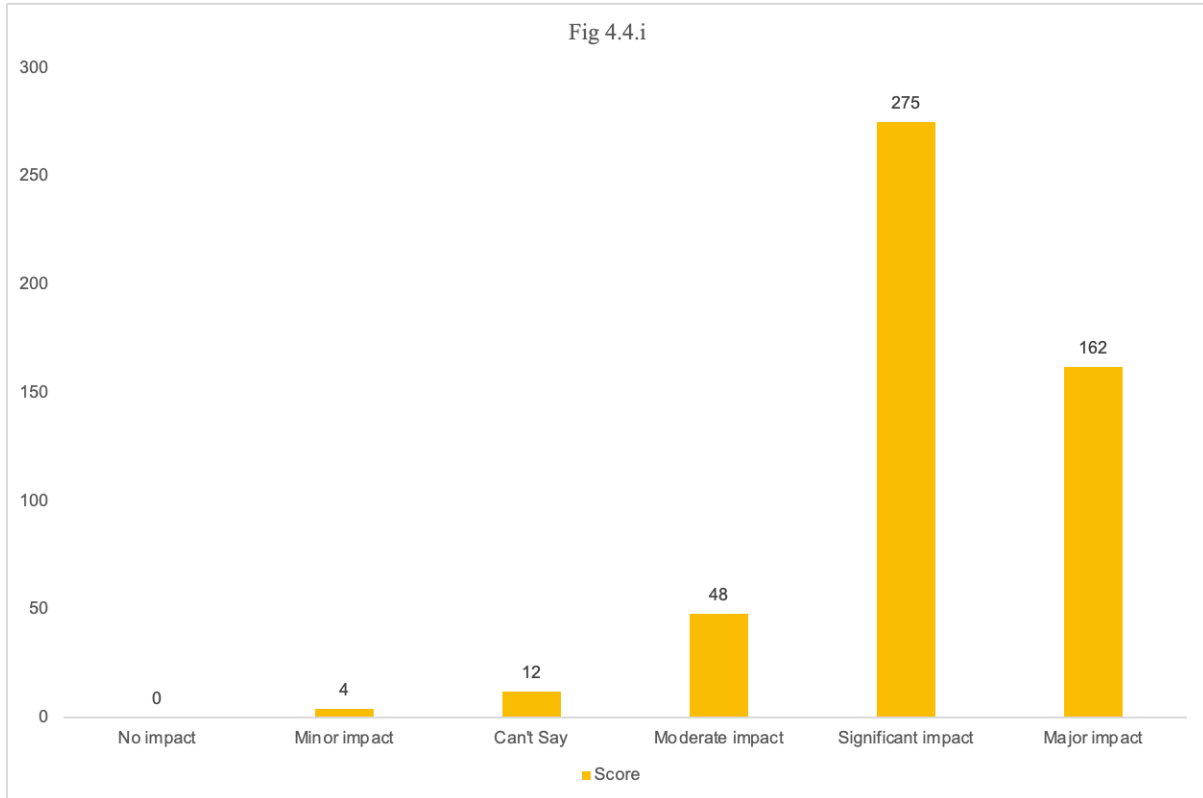
Rating	Rank	Sentiment
No Impact	1	Poor 
Minor Impact	2	Poor 
Can't say	3	OK 
Moderate impact	4	OK 
Significant impact	5	Good 
Major impact	6	Good 

Findings from the survey indicates that the company's customer success team is perceived to have a huge impact on customers' decision to renew or continue using its products or services.

The majority of respondents (94%) reported that the customer success team had at least a moderate impact, while 4% could not say and 14% reported no or minor impact. Specifically, 55% of respondents reported a significant impact and 27% reported a major impact as shown in the illustration 4.4.h below.



The weighted mean score of for this piece of experiment was 5.01 indicating a largely favourable response from the customer. These results suggest that the customer success team plays a critical role in retaining customers and enhancing customer satisfaction. The majority of customers perceive the team's impact to be significant or major, indicating the effectiveness of the team's efforts. However, some customers (14%) reported no or minor impact, suggesting that there may be room for improvement in the customer success team's approach or communication. Overall, these findings highlight the importance of the customer success team in retaining customers.



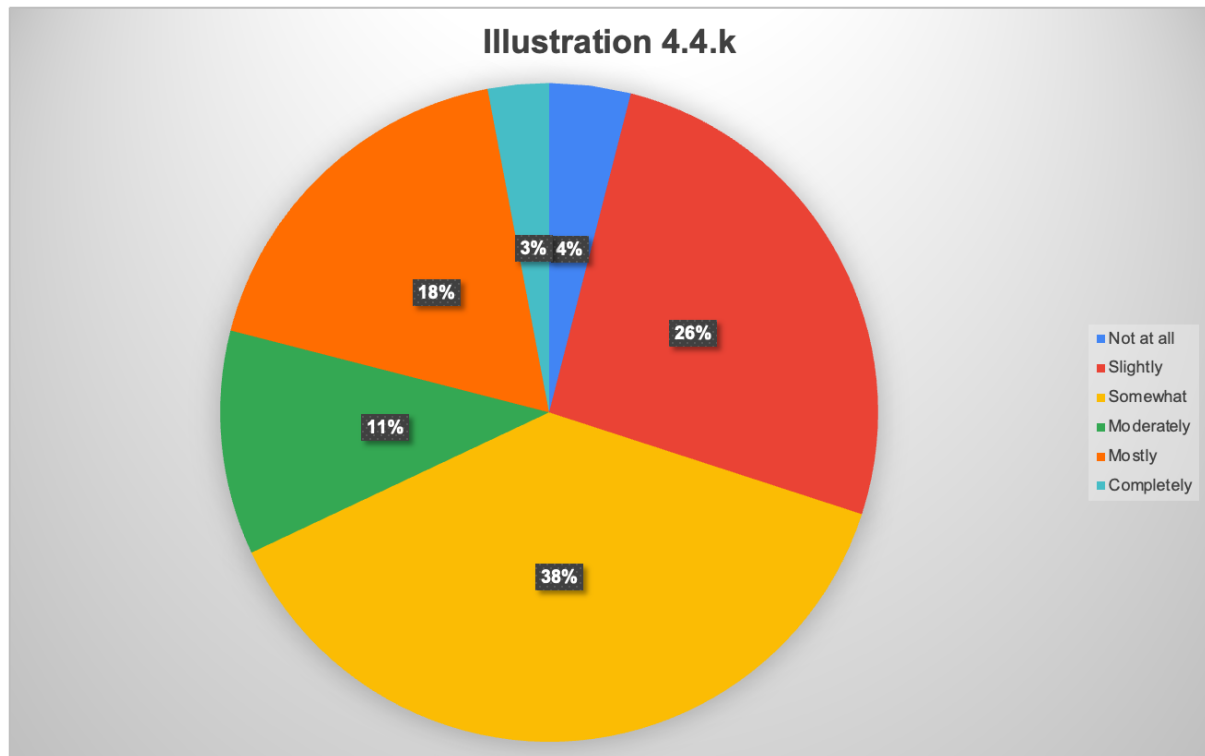
The research survey also asked the customer, “To what extent do you feel that the company's customer success management team has utilized advanced technologies and innovation to enhance your experience with their products or services?”. Table 4.4.j showcases the survey responses and their respective ranks, which were employed for analytical purposes.

Table 4.4.j

Rating	Rank	Sentiment
Not at all	1	Poor 
Slightly	2	Poor
Somewhat	3	OK 
Moderately	4	OK
Mostly	5	Good 
Completely	6	Good

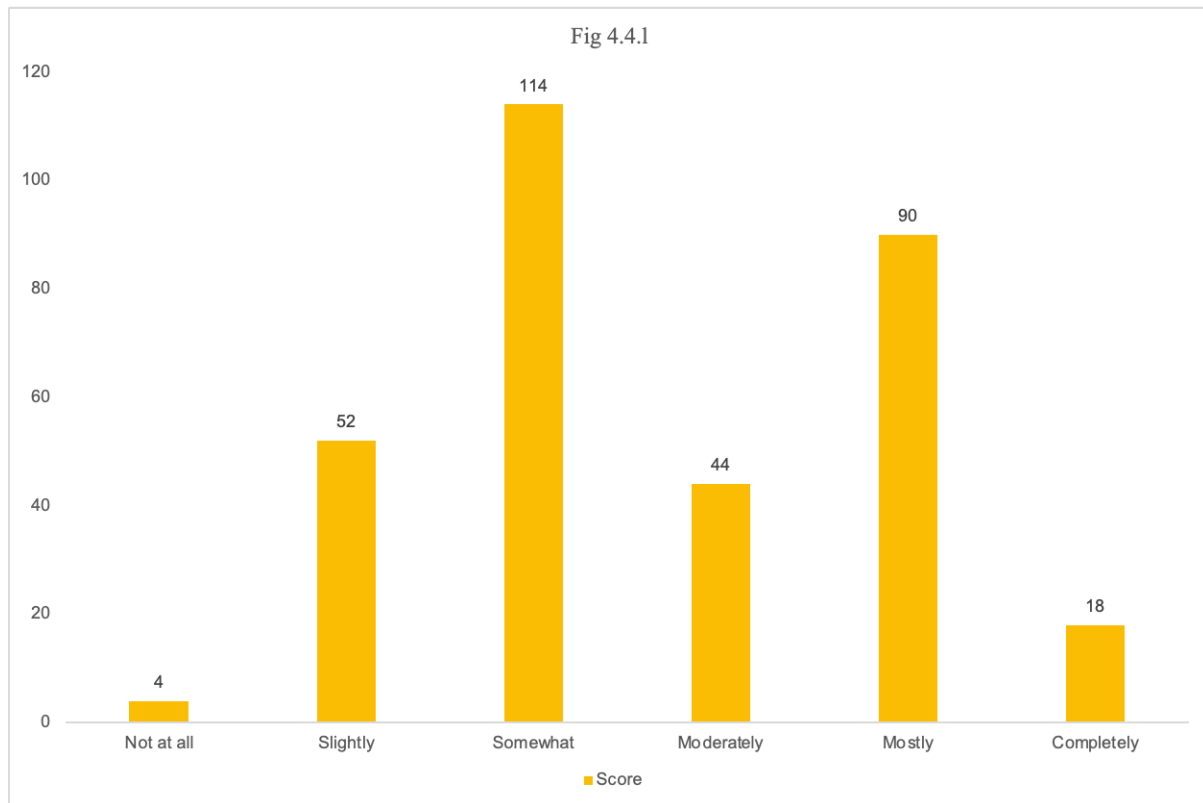
Our findings from the survey suggests that the company's customer success management team has not been perceived as utilizing advanced technologies and innovation to enhance the

customer experience to a significant degree. Only 32% of respondents rated the team as moderately, mostly, or completely effective in this regard, while the majority (68%) rated them as not at all, slightly, or somewhat effective. Specifically, 4% of customers rated the team as not at all effective, 26% as slightly effective, 38% as somewhat effective, 11% as moderately effective, 18% as mostly effective, and 3% as completely effective.



It is interesting to note that the weighted mean score is only 3.22 out of 6 in this case. This can be observed as one in deviation with the trends we have seen on the responses for other questions that were asked about the customer success function to the customers. These results indicate that customers perceive the effectiveness of the customer success management team in utilizing advanced technologies and innovation to be only slightly effective.

Overall we can take away that there is significant scope for the company's customer success management team to leverage advanced technologies and innovative practices to enhance the customer experience. The majority of customers expressed some level of dissatisfaction with the effectiveness of the team in this regard, indicating that there is significant room for improvement. Even though the customers view the customer success team positively in general they still do not feel the team utilizes innovation and latest technologies to serve the customers.

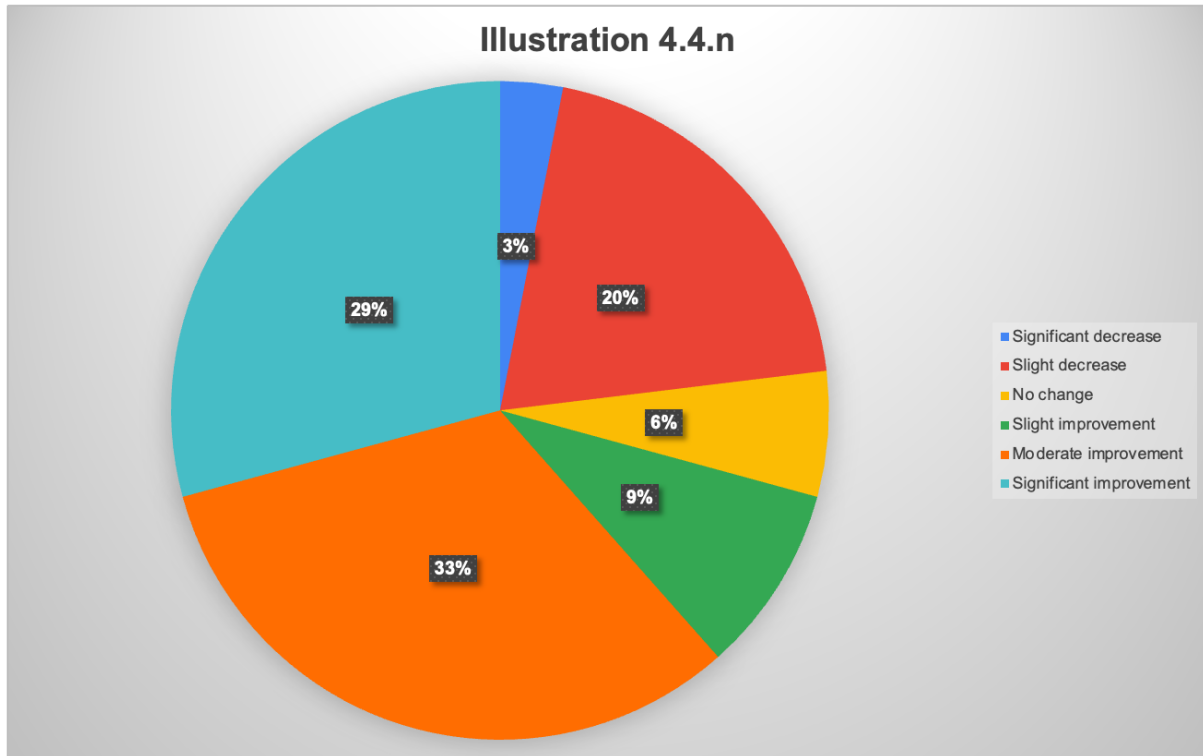


Next and final question in the customer success management section of the survey was about the effectiveness of the customer success team in improving the perceived quality of services because of their interactions and initiatives. “Have you noticed any improvements in the quality of their products/services since you began interacting with the customer success management team?”. Table 4.4.m illustrates the responses and their corresponding rank assigned for analysis.

Table 4.4.m

Rating	Rank	Sentiment
Significant decrease	1	Poor 
Slight decrease	2	Poor 
No change	3	OK 
Slight improvement	4	OK 
Moderate improvement	5	Good 
Significant improvement	6	Good 

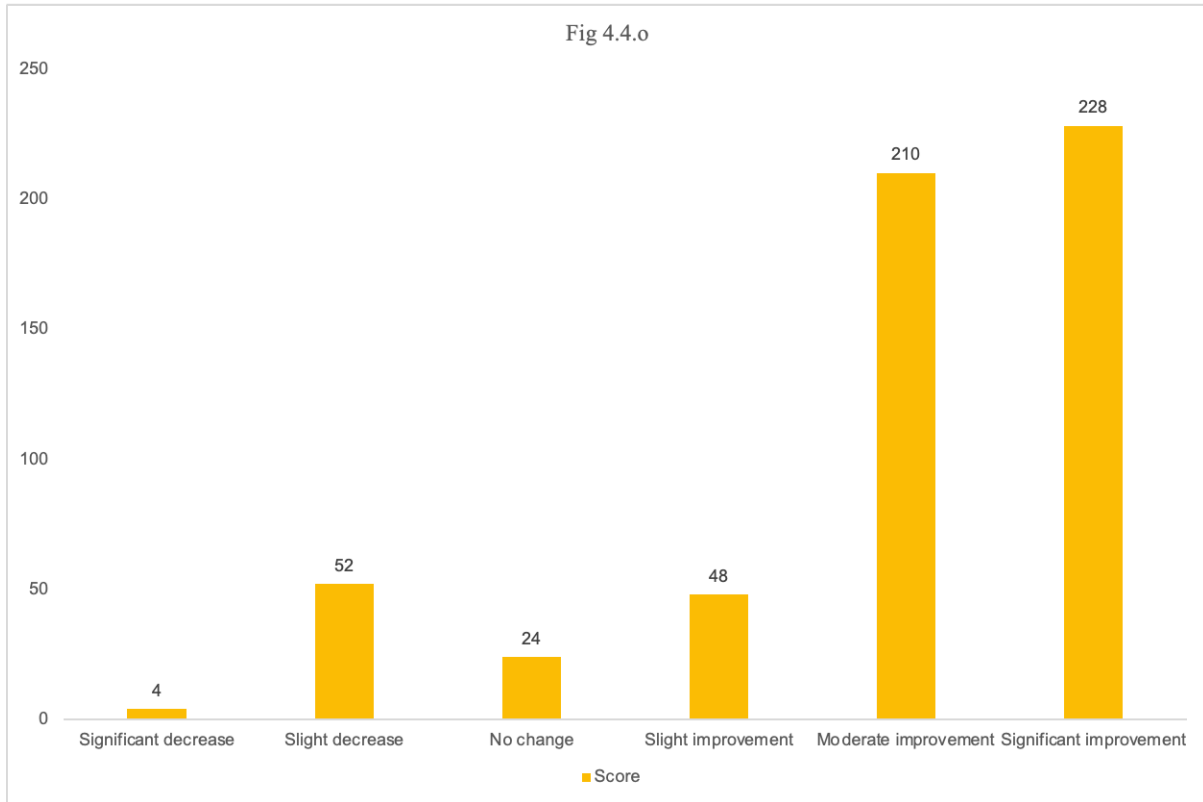
From the results accumulated from the customers as a response to this question, a significant proportion of customers (92%) have noticed some level of improvement in the quality of the company's products or services since they began interacting with the customer success management team. Specifically, 38% of respondents reported significant improvement, 42% reported moderate improvement, and 12% reported slight improvement. Only 8% of customers reported no change, while 4% reported a slight decrease in quality.



Upon further analysis, the weighted mean score for these responses is 5.10 out of 6, indicating that, on average, customers perceive concrete level of improvement in the quality of the company's products or services since they began interacting with the customer success management team. This score again is in line with the trends we have seen towards the queries related to customer success management.

These findings suggest that the customer success management team is effective in enhancing the quality of the products or services and addressing customer needs and concerns.

However, the fact that 38% of customers reported no or decreased improvement highlights the need for continued evaluation and optimization of the customer success management team's efforts to ensure that they are effectively addressing all customer needs and concerns.



4.5 Customer Loyalty Analysis

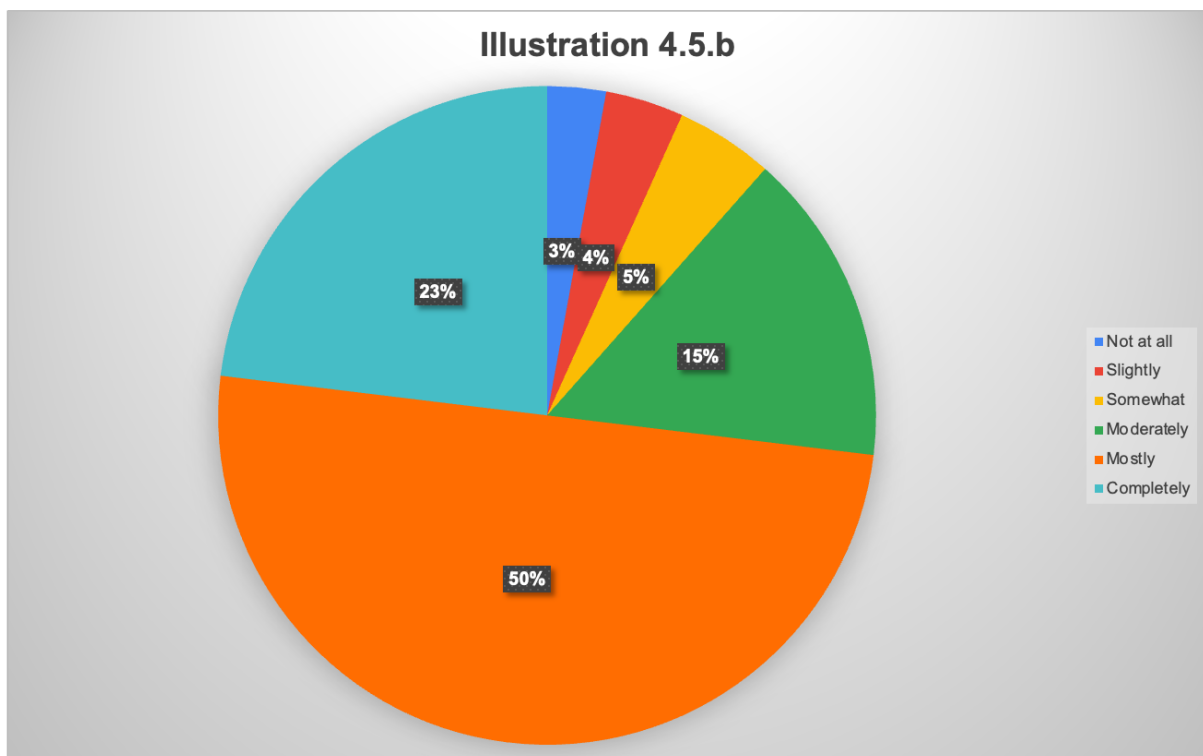
After the above two sections, now let’s analyze the responses to questions pertaining to the overall or the combined effect of both teams in relation to customer loyalty towards the brand.

Firstly we asked, “How likely are you to recommend the company's products or services to others?” and asked them to choose from responses shown below in Table 4.5.a which were ranked to aid analysis as usual.

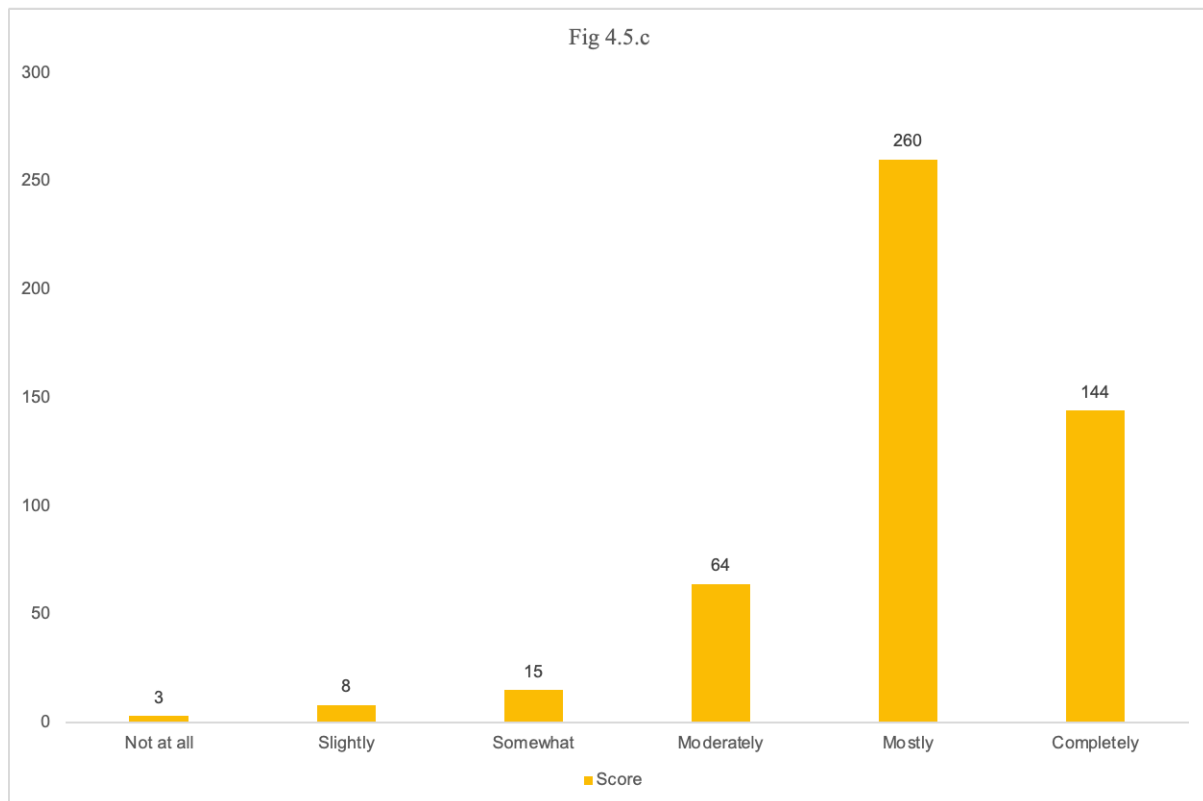
Table 4.5.a

Rating	Rank	Sentiment
Not at all	1	Poor 
Slightly	2	Poor
Somewhat	3	OK 
Moderately	4	OK
Mostly	5	Good 
Completely	6	Good

Upon analysing the responses to this query, it appears that the majority of customers (92%) are likely to recommend the company's products or services to others. Specifically, 52% of respondents reported that they are mostly likely to recommend, while 24% are completely likely to do so. Additionally, 16% are moderately likely to recommend, while 5%, 4%, and 3% are somewhat, slightly, and not at all likely to recommend, respectively. These results indicate a generally favourable attitude towards the brand by the customers.



The weighted mean score of those indicated in Fig 4.5.c for these responses is 4.94 out of 6, indicating that customers are generally highly likely to recommend the company's products or services to others. These results suggest that customers are generally satisfied who are willing to promote its products or services.



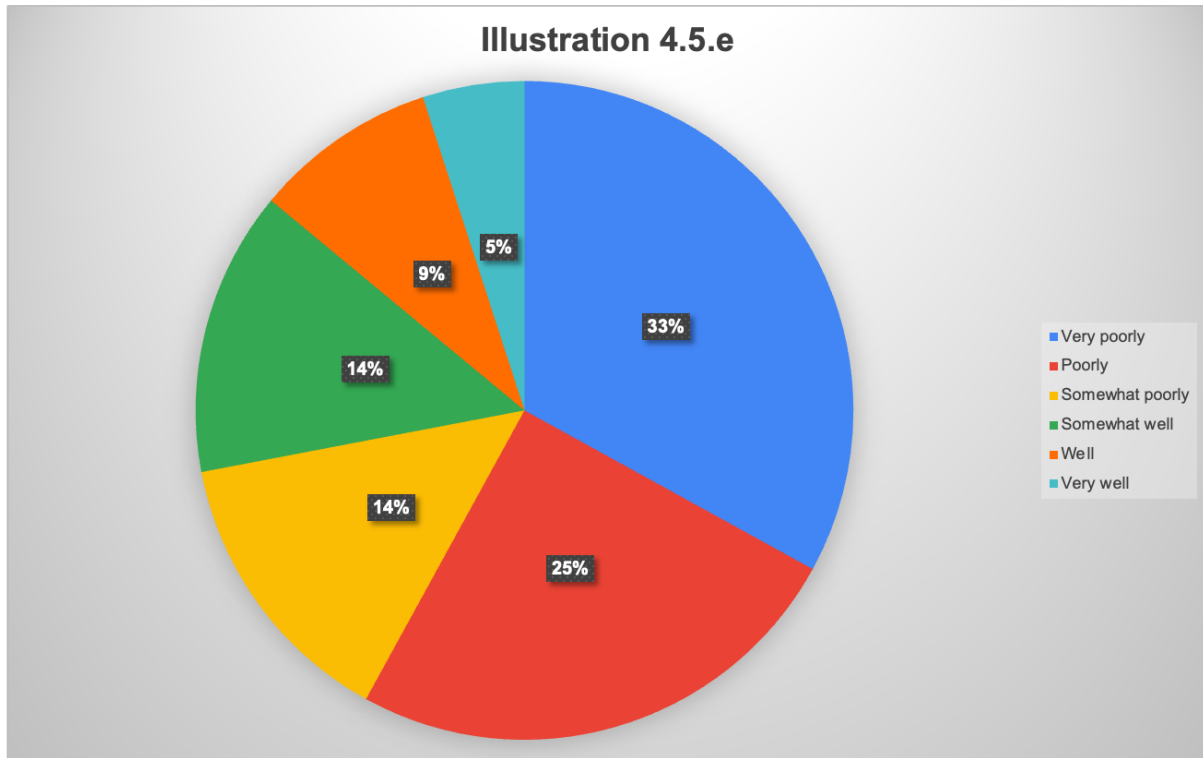
Next, we queried the customers on data and insights sharing between the two teams from their point of view with this question, “To what extent do you feel that the data and insights gathered by the either team are effectively utilized by the other one to improve customer experience?”. The response data were collected and analyzed as per the ranks assigned in table 4.5.d.

Table 4.5.d

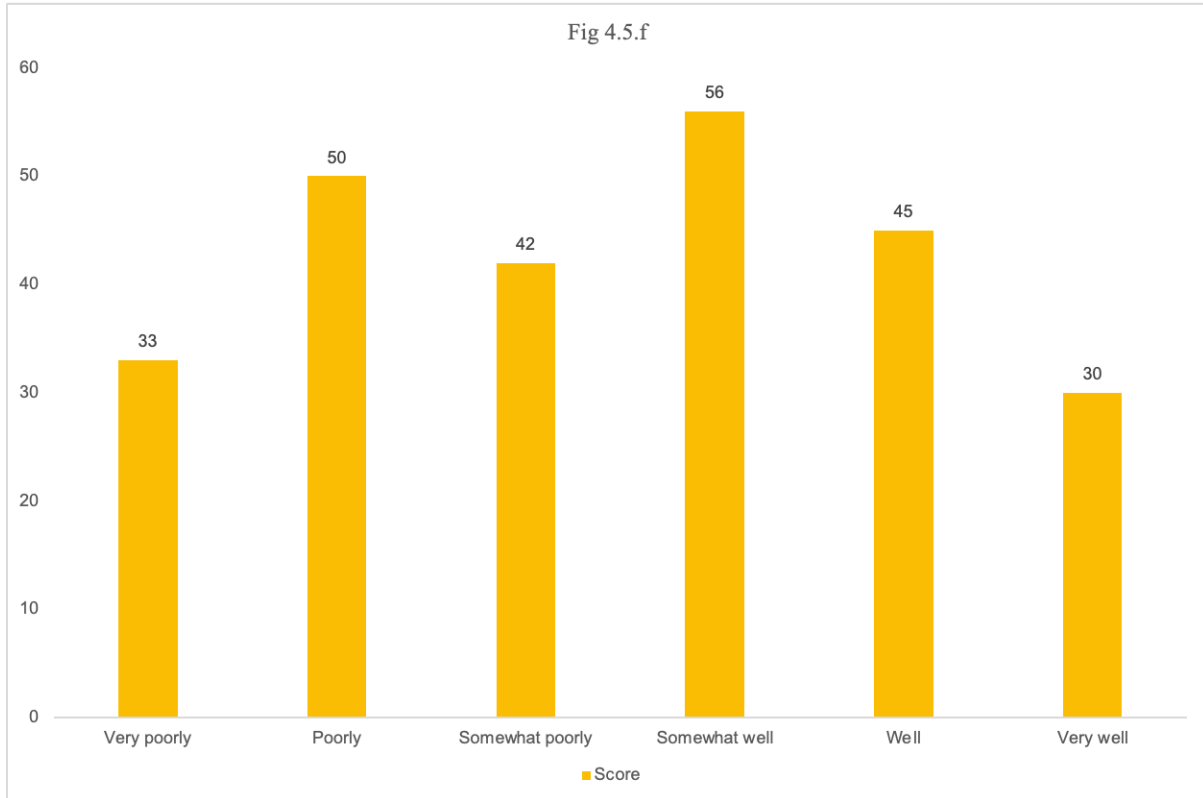
Rating	Rank	Sentiment
Not at all	1	Poor 
Slightly	2	Poor 
Somewhat	3	OK 
Moderately	4	OK 
Mostly	5	Good 
Completely	6	Good 

Upon close analysis of the responses there is a significant gap between the expectations of the customers and the effectiveness of the cross-functional utilization of data and insights. The majority of the respondents (72%) rated the utilization of data and insights as either very poorly,

poorly, or somewhat poorly effective in improving customer experience. Specifically, 33% of the respondents rated it as very poorly effective, 25% as poorly effective, and 14% as somewhat poorly effective. Only a small proportion of customers (14%) rated the utilization of data and insights as somewhat well effective, and an even smaller proportion (14%) rated it as well or very well effective.



The weighted mean score of the scores shown in Fig 4.5.f for these responses is 2.56 out of 6, indicating that customers perceive the cross-functional utilization of data and insights to be quite poor in improving customer experience. These results suggest that the company needs to work on improving its data utilization and sharing practices to better utilize customer insights to enhance their experience. The majority of customers expressed dissatisfaction with the effectiveness of the data utilization practices, indicating the significant scope for improvement. Overall, these findings highlight the importance of more effective cross-functional collaboration and communication to leverage data insights and improve customer experience.



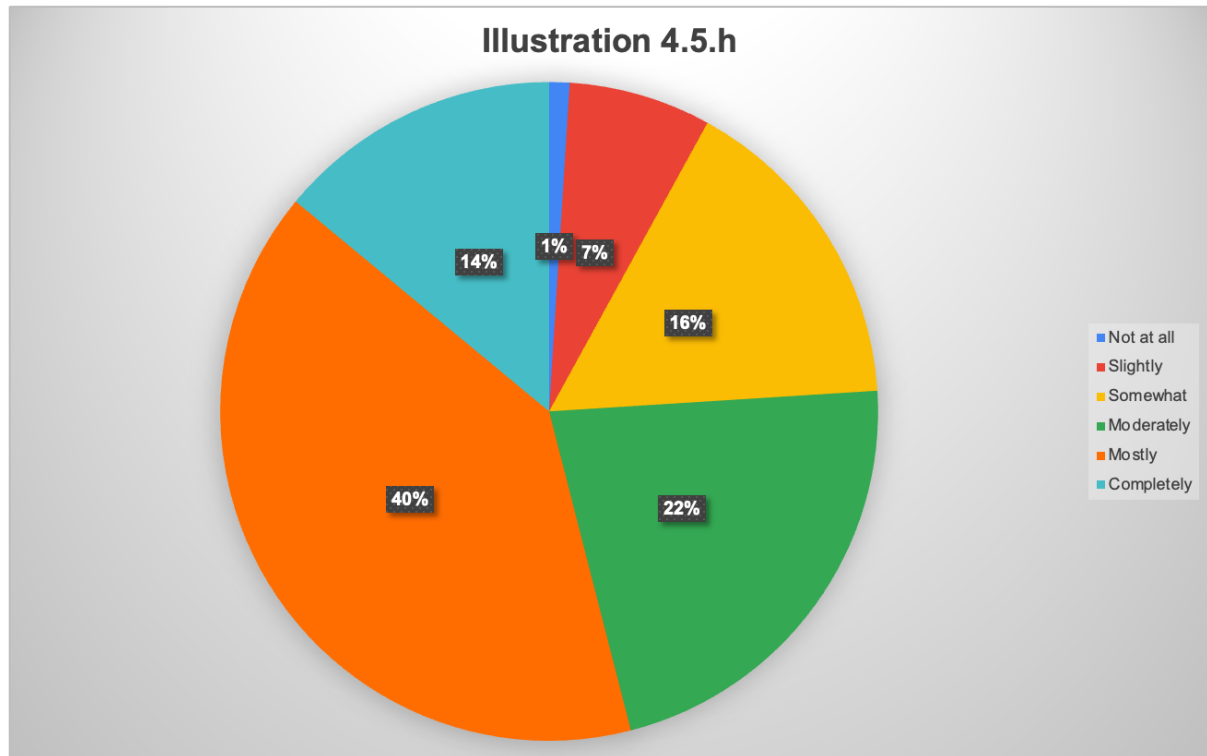
The research also asked the customer this, “To what extent do you believe that the synergy between the company's customer success management, digital marketing functions and their use of advanced technologies has improved your loyalty to the brand?”

Table 4.5.g

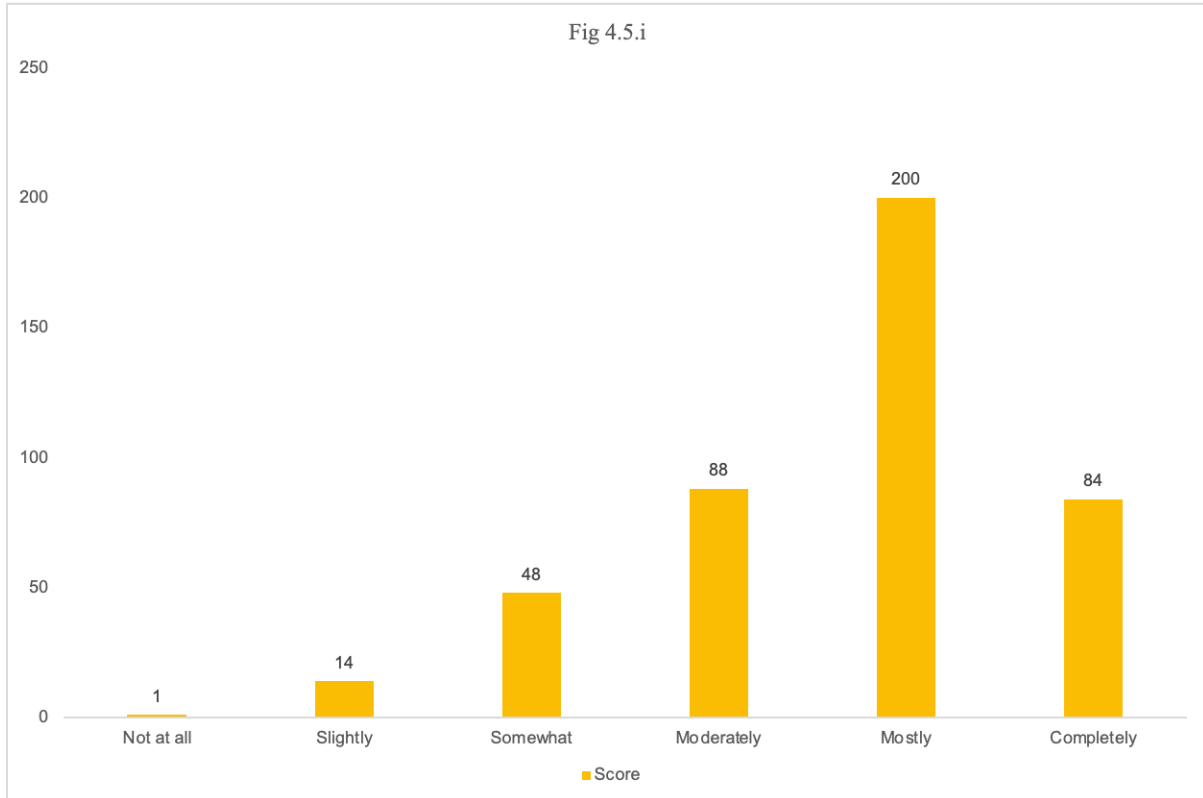
Rating	Rank	Sentiment
Not at all	1	Poor 
Slightly	2	Poor 
Somewhat	3	OK 
Moderately	4	OK 
Mostly	5	Good 
Completely	6	Good 

Findings from the survey suggest that the synergy between the company's customer success management, digital marketing functions, and use of advanced technologies has improved customer loyalty to the brand to some extent. Specifically, 76% of the respondents ranked the

synergy as moderately, mostly, or completely effective in improving brand loyalty, while 24% ranked it as somewhat or less effective. Of the respondents, 14% ranked the synergy as completely effective, 40% as mostly effective, 22% as moderately effective, 16% as somewhat effective, 7% as slightly effective, and 1% as not at all effective.



The weighted mean score for these responses is 4.35 out of 6, indicating that customers perceive the synergy between the company's customer success management, digital marketing functions, and advanced technologies to be effective in improving brand loyalty. These results suggest that the company's efforts to integrate these functions and technologies have had a positive impact on customer loyalty to the brand. Overall, these findings underscore the importance of an integrated approach to customer success management, digital marketing, and advanced technologies to build and sustain brand loyalty.



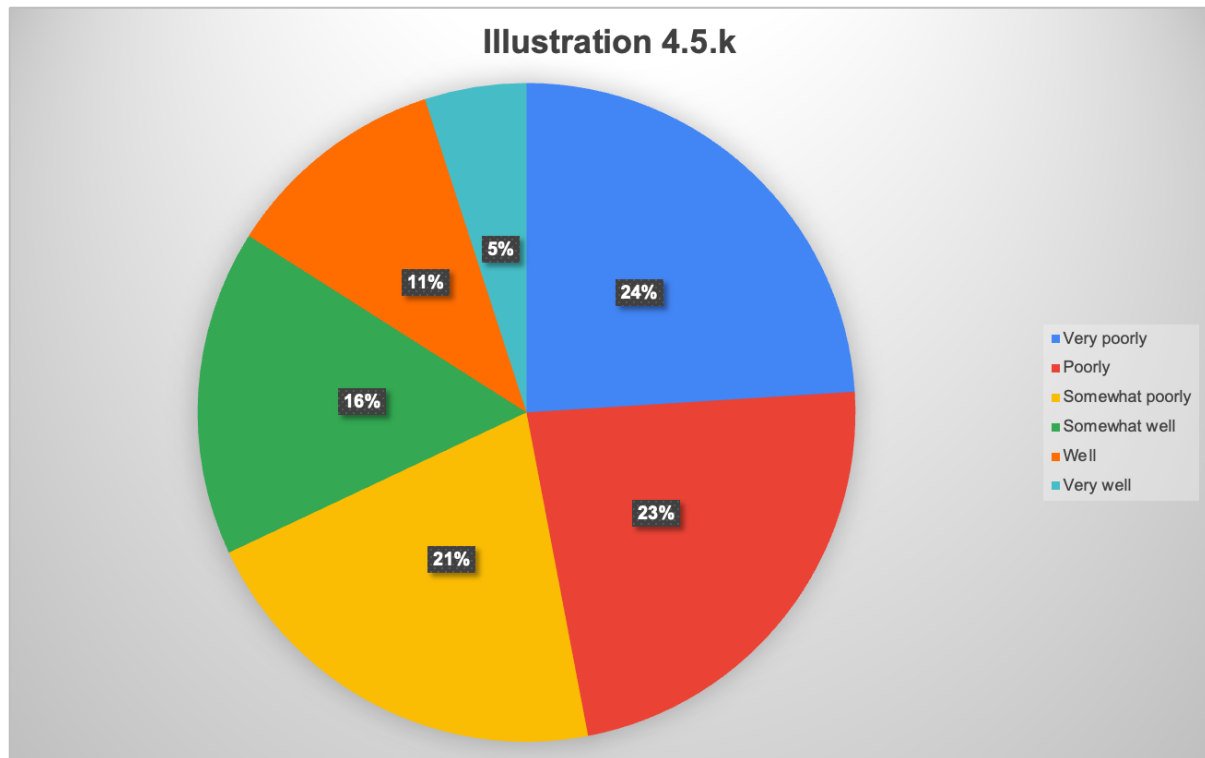
To measure the combined impact, the research survey further went on to ask the customer “How well do you think the company's customer success team and digital marketing team align with each other's objectives?” and the results were analysed based on their assigned rank score.

Table 4.5.j

Rating	Rank	Sentiment
Very poorly	1	Poor 
Poorly	2	Poor
Somewhat poorly	3	OK 
Somewhat well	4	OK
Well	5	Good 
Very well	6	Good

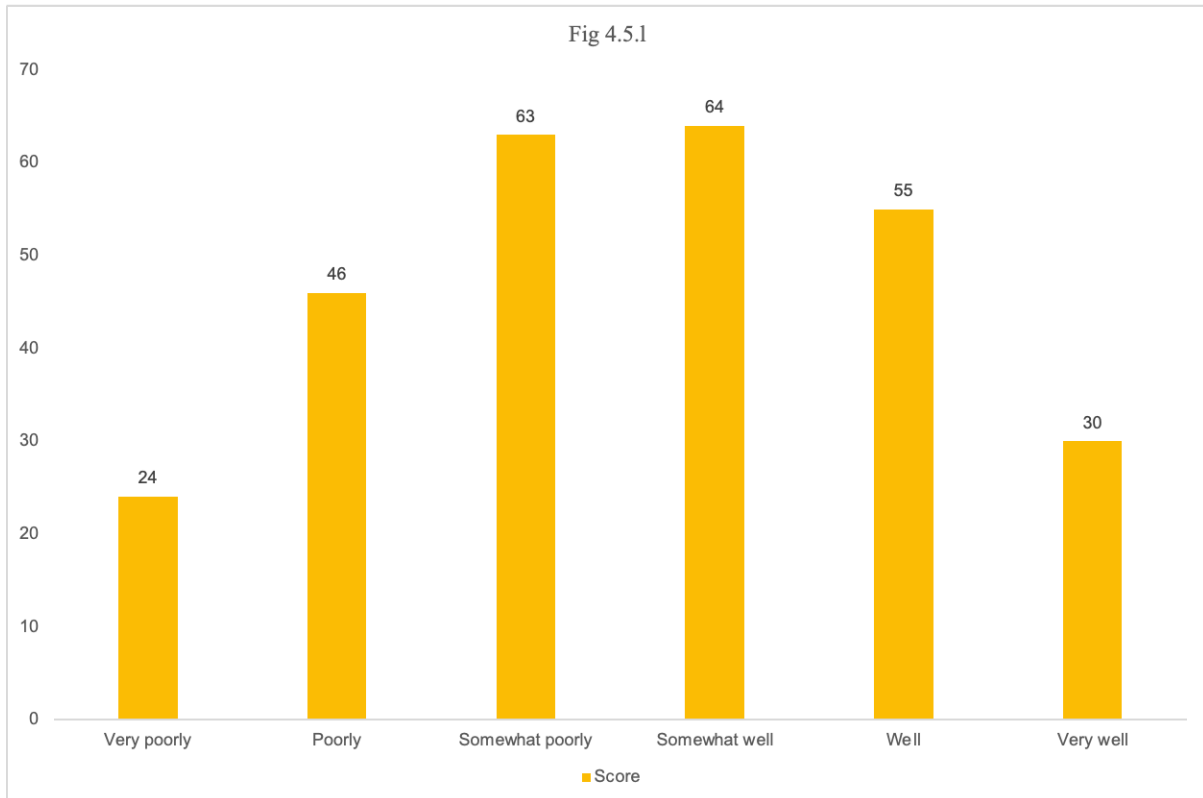
While analysing the results for this query it can be observed that customers perceive a misalignment between the company's customer success and digital marketing teams' objectives. A significant proportion of respondents (68%) rated the alignment between the

teams as either very poorly, poorly, or somewhat poorly, with only 32% rating it as somewhat well, well, or very well. Specifically, 24% of respondents rated the alignment as very poorly, 23% as poorly, and 21% as somewhat poorly.



The calculation of weighted mean score for this response gave a result of 2.82 out of 6, indicating that customers perceive the alignment between the two teams to be poor in general.

These findings suggest that the company may need to review and optimize the communication and collaboration between the customer success and digital marketing teams. The misalignment between the teams may lead to inefficiencies, redundancies, and missed opportunities to engage and retain customers. Moreover, customers may experience confusion and frustration when there is a lack of coherence in the messaging and communication from the two teams. To address these issues, the company may consider implementing better coordination, training, and feedback mechanisms between the teams, to ensure that they are aligned with each other's objectives and delivering a seamless and satisfying customer experience.



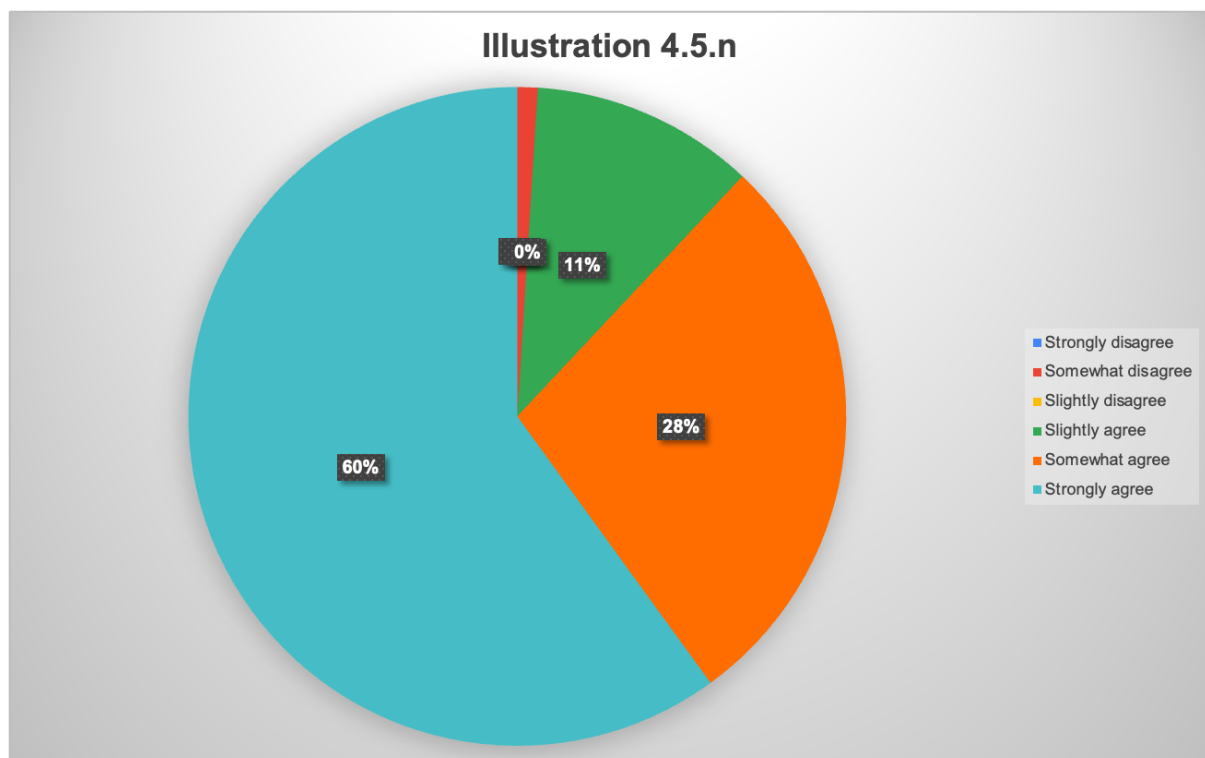
Finally to conclude the synergy section of the survey a straight forward question was put forth to gauge their understand and perspective on this topic. *“There is a need for greater coordination and synergy between the customer success management and the digital marketing management to earn your loyalty to the brand.”*

Do you agree based on your experience as a customer?”

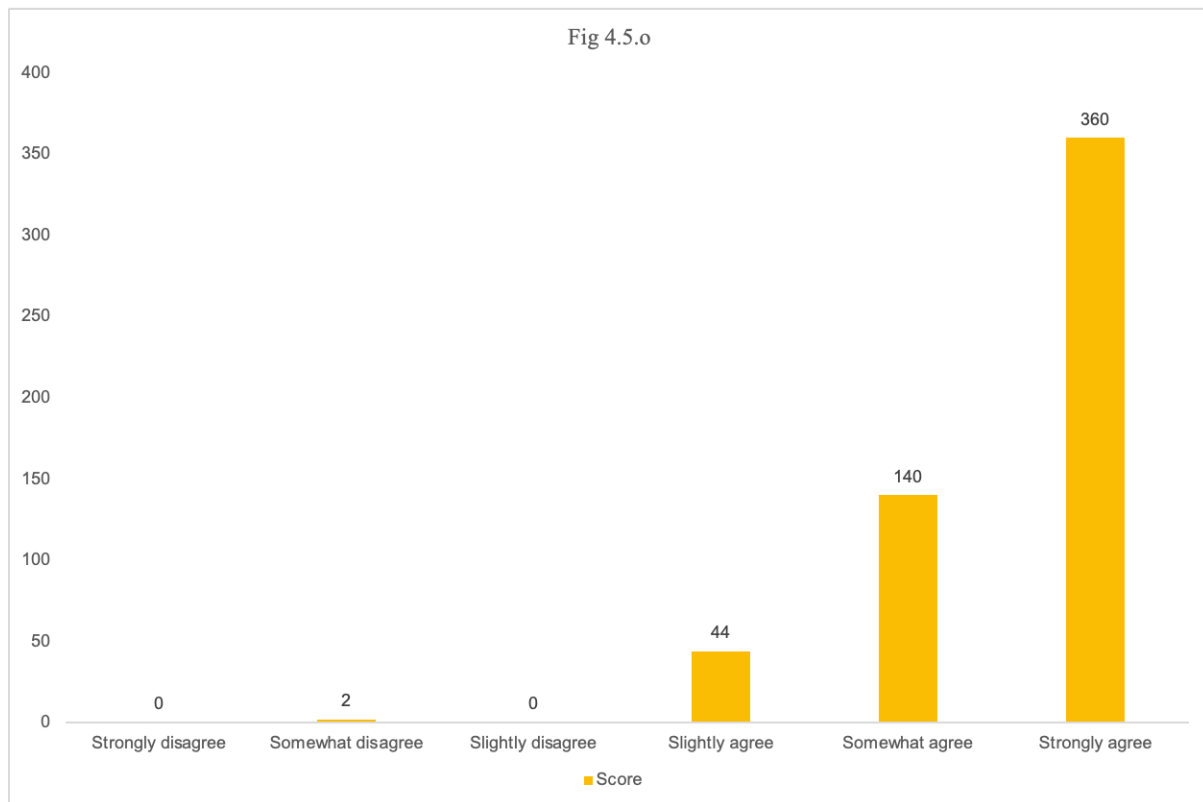
Table 4.4.m

Rating	Rank	Sentiment
Strongly disagree	1	Poor 
Somewhat disagree	2	Poor 
Slightly disagree	3	OK 
Slightly agree	4	OK 
Somewhat agree	5	Good 
Strongly agree	6	Good 

As shown in the illustration 4.5.n below, This survey results indicate that the majority of customers strongly agree (60%) that there is a need for greater coordination and synergy between customer success management and digital marketing management to earn their loyalty to the brand. Furthermore, 28% of respondents somewhat agree, and 11% slightly agree, indicating a significant proportion of customers who recognize the importance of coordination between these functions. However, only 1% somewhat disagree, and none strongly disagree, indicating that few customers do not see or understand a need for greater coordination.



The calculation of weighted mean score for this response gave a result of 5.46 out of 6, indicating that customers perceive a high importance for the co-ordination between the marketing team and the customer success team in improving the overall customer experience and their affinity and loyalty towards the brand. These findings highlight the importance of coordination between customer success and digital marketing management to foster customer loyalty. The overwhelming majority of customers recognize the value of a coordinated approach, indicating that the company should prioritize efforts to facilitate collaboration between these functions. Failure to do so may lead to negative customer experiences, reduced satisfaction, and potentially decreased loyalty. Overall, these results emphasize the importance of organizations fostering cross-functional collaboration to deliver a superior customer experience and drive customer loyalty.



4.6 Analysis Summary

With the analysis of the data collected, several key points emerged. The majority of customers (79%) believe the company's marketing efforts are effective in positively impacting their overall perception of the brand. Only 52% of customers believe that the company's digital marketing techniques have assisted them in discovering new features and use cases for its products or services. Furthermore, with a weighted mean score of 3.35 out of 6, customers judge the efficacy of the company's digital marketing strategies as modest. Customers gave positive feedback to the customer success management function, with 74% evaluating it as mainly or totally effective in boosting their opinion of the company's brand. Furthermore, 71% of customers regarded the team's awareness of their individual business needs and issues as very or very good. In terms of consumer loyalty, 92% would suggest the company's products or services to others. However, the study reveals a large gap between

customer expectations and the effectiveness of cross-functional data and insight utilisation. Furthermore, customers see a disconnect between the aims of the company's customer success and digital marketing teams, with only 32% evaluating it as somewhat well or better. These findings highlight the importance of continuous marketing evaluation and optimisation, effective data and insight utilisation, and improved coordination and synergy between customer success and digital marketing management to improve customer loyalty and enhance customer experience.

5. Discussion

5.1 Introduction

Marketing and customer success management are crucial functions for any business aiming to create and maintain a loyal customer base. In recent times, digital marketing has become increasingly important, given the growing number of customers who conduct product research and purchase goods and services online. Therefore, the role of customer success management has evolved to include the utilization of advanced technologies to improve the customer experience. The purpose of this discussion is to investigate the extent to which marketing and customer success management influence customer perception of the brand and loyalty to the business.

5.2 Objectives & Results perspective

The primary objective of the survey was to investigate the impact of marketing and customer success management on customer perception of the brand and loyalty to the business. The survey results indicated that the majority of customers (79%) view the company's marketing efforts as moderately, mostly, or completely effective in positively influencing their perception of the brand. However, a sizeable portion of customers (29%) thought the marketing tactics were only somewhat effective, suggesting that there is room for improvement in the marketing strategies. The survey also found that the company's digital marketing strategies only somewhat or moderately effectively communicated the value and benefits of its products or services according to 69% of customers. Additionally, the survey revealed that the company's customer success management has had a significant positive impact on customer perception of the brand, with 74% of customers rating it as mostly or completely effective. The survey further

indicated that the company's customer success management team has a good understanding of the specific business needs and challenges of its customers, with 71% of customers rating them as well or very well understanding their business needs and challenges. However, a significant proportion of customers (68%) perceive a misalignment between the company's customer success and digital marketing teams' objectives, indicating a need for greater coordination and synergy between these functions.

5.3 Summary

In conclusion, the survey results demonstrate that marketing and customer success management play a critical role in positively influencing customer perception of the brand and loyalty to the business. The findings indicate that the company's marketing initiatives are generally perceived to be effective, although some customers believe that there is room for improvement. The survey also highlights the need for the company to communicate the value and benefits of its products or services more effectively through its digital marketing strategies. Additionally, the survey found that the company's customer success management team is perceived to be effective in improving customer perception of the brand and has a good understanding of the specific business needs and challenges of its customers. However, the survey indicates that there is a need for greater coordination and synergy between the company's customer success and digital marketing teams to improve customer perception of the brand and loyalty to the business.

Overall, the survey findings provide insights into how marketing and customer success management influence customer perception of the brand and loyalty to the business. The results suggest that the company can enhance its marketing initiatives and better align its customer success and digital marketing teams to improve customer perception of the brand and loyalty to the business. The survey's limitations include a small sample size and potential biases.

6. Conclusions & Recommendations

6.1 Conclusions

Based on the research conducted and the results analysed within its scope, it can be concluded that there is a need for greater coordination and synergy between the customer success management and the digital marketing management to improve the overall customer experience and earn customer loyalty to the brand. While the majority of customers view the

company's brand favourably as a result of its marketing initiatives, there is still room for improvement in terms of effectively communicating the value and benefits of its products or services through digital marketing strategies. Additionally, customers perceive a misalignment between the objectives of the customer success and digital marketing teams, indicating the need for better coordination and communication between these two functions.

The survey results also suggest that the customer success management team has a significant positive impact on customers' overall perception of the brand, and customers perceive the team as having a good understanding of their specific business needs and challenges. However, there is still room for improvement in utilizing advanced technologies and innovation to enhance the customer experience, and to effectively communicate new features and use cases for the company's products or services.

6.2 Implications for theory and practice

The findings of this research have several implications for both theory and practice. From a theoretical perspective, the results highlight the importance of understanding the customer journey and the role of different touchpoints in the customer experience. The results & analysis suggest that customers view the company's marketing and customer success management functions as two key touchpoints in their journey, and coordination between these two functions is crucial in creating a positive customer experience and earning customer loyalty to the brand. This emphasizes the need for businesses to adopt a holistic approach to customer experience management, rather than viewing different functions in isolation.

From a practical perspective, the research provide several recommendations for businesses looking to improve their customer experience and loyalty. Firstly, businesses need to improve their digital marketing strategies to effectively communicate the value and benefits of their products or services, and to better engage with customers. This can be achieved through better targeting, personalization, and leveraging advanced technologies to enhance the customer experience. Secondly, businesses need to focus on improving coordination and communication between different functions, particularly between the customer success and digital marketing teams. This can be achieved through better alignment of objectives, regular meetings, and cross-functional training. Finally, businesses need to continuously evaluate and optimize their marketing and customer success management strategies to better reach and engage customers, and to better communicate the value of their products or services.

6.3 Limitations and Directions for future research

There are several limitations to this survey that need to be acknowledged. Firstly, the survey was conducted on a relatively small sample size of 100 customers, which may not be representative of the larger customer base. Additionally, the survey was not conducted on a single company, and the findings may be representative of businesses in different industries. Finally, the survey was conducted through online channels, which may have introduced bias in the responses.

Future research can build on this by conducting similar studies on larger sample sizes and across different industries to validate the findings. Additionally, future research can focus on identifying the specific touchpoints in the customer journey that have the greatest impact on customer loyalty, and the strategies that businesses can adopt to optimize these touchpoints. Finally, future research can explore the role of emerging technologies, such as artificial intelligence and machine learning, in improving the customer experience and loyalty.

In conclusion, the survey results indicate that there is a need for greater coordination and synergy between the customer success management and digital marketing management to improve the customer experience and earn customer loyalty to the brand. The findings provide several recommendations for businesses looking to improve their customer experience and loyalty, including improving digital marketing strategies, better coordination between different functions, and continuous evaluation and optimization of marketing and customer success management strategies. While there are limitations to this survey, future research can build on these findings and provide deeper insights into the role of different touchpoints in the customer journey.

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8. Appendix

8.1 Information for participants

Survey: The Impact of customer success management and digital marketing on brand loyalty.

I am Sushith Mundayadan an MSc in Management student from National College of Ireland. I am conducting this study as part of the fulfilment of my dissertation for the MSc in Management degree.

This survey studies the combined impact of digital marketing and customer management functions towards building a significant customer loyalty for the brand.

All responses will be kept confidential and only used for research purposes. Your participation is voluntary and you may withdraw from the survey at any time.

If you have any questions please write to the researcher at x21113742@student.ncirl.ie

Think about a valuable product or service you recently bought from a brand and respond to the survey based on your experience with that brand

8.2 Consent

Please confirm that you have read the information above and understand the purpose of this survey and indicate your consent to participate. *

Yes

No

8.3 Survey Questions

2.

To what extent do you feel the company's digital marketing efforts have positively influenced your overall perception of their brand?

Mark only one oval.

- Not at all.
- Slightly
- Somewhat
- Moderately
- Mostly
- Completely

3.

"The brand's digital marketing strategies effectively communicated the value and benefits of their products or services."

How much do you agree or disagree with this statement based on your experience?

Mark only one oval.

- Strongly disagree
- Disagree
- Somewhat disagree
- Somewhat agree
- Agree
- Strongly agree

4.

How much of an impact did the company's digital marketing strategies have on your decision to purchase, renew or continue using their products or services?

Mark only one oval.

- No impact
- Minor impact
- Can't say
- Moderate impact
- Significant impact
- Major impact

5.

**To what extent do you feel that the company's marketing efforts are innovative and u
advanced technologies to improve the customer experience?**

Mark only one oval.

- Not at all
- Slightly
- Somewhat
- Moderately
- Mostly
- Completely

6.

To what extent do you feel that the company's digital marketing strategies have helped you discover new features and use cases for their products or services?

Mark only one oval.

- Not at all
- Slightly
- Somewhat
- Moderately
- Mostly
- Completely

Influence of customer success management.

7.

To what extent do you feel that the company's customer success management has positively influenced your overall perception of their brand?

Mark only one oval.

- Not at all
- Slightly
- Somewhat
- Moderately
- Mostly
- Completely

8.

How well do you feel that the company's customer success management team understands your specific business needs and challenges?

Mark only one oval.

- Very poorly
- Poorly
- Somewhat poorly
- Somewhat well
- Well
- Very well

9.

How much of an impact does the company's customer success team have on your decision to renew or continue using their products/services?

Mark only one oval.

- No impact
- Minor impact
- Can't Say
- Moderate impact
- Significant impact
- Major impact

10.

To what extent do you feel that the company's customer success management team has utilized advanced technologies and innovation to enhance your experience with their products or services?

Mark only one oval.

- Not at all
- Slightly
- Somewhat
- Moderately
- Mostly
- Completely

11.

Have you noticed any improvements in the quality of their products or services since you began interacting with the customer success management team?

Mark only one oval.

- Significant decrease
- Slight decrease
- No change
- Slight improvement
- Moderate improvement
- Significant improvement

12.

How likely are you to recommend the company's products or services to others?

Mark only one oval.

- Not at all
- Slightly
- Somewhat
- Moderately
- Mostly
- Completely

13.

To what extent do you feel that the data and insights gathered by the either team are effectively utilized by the other one to improve customer experience?

Mark only one oval.

- Very poorly
- Poorly
- Somewhat poorly
- Somewhat well
- Well
- Very well

14.

To what extent do you believe that the synergy between the company's customer success management, digital marketing functions and their use of advanced technologies has improved your loyalty to the brand?

Mark only one oval.

- Not at all
- Slightly
- Somewhat
- Moderately
- Mostly
- Completely

15.

How well does the company's customer success team and digital marketing team align with each other's objectives in your experience with the brand?

Mark only one oval.

- Very poorly
- Poorly
- Somewhat poorly
- Somewhat well
- Well
- Very well

16. **"There is a need for greater coordination and synergy between the customer success management and the digital marketing management to earn your loyalty to the brand."**

Do you agree based on your experience as a customer?

Mark only one oval.

- Strongly disagree
- Somewhat disagree
- Slightly disagree
- Slightly agree
- Somewhat agree
- Strongly agree

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