

Loyalty Strategies for La Agencia Mano Negra de Latacunga

Estrategias de Fidelización para La Agencia Mano Negra de Latacunga

Eliana Nathalie Palma Corrales*

William Bolívar Morales Suárez*

Maria Crystina Sarzosa Troya*

Monica Patricia Salazar Tapia*

ABSTRACT

Customer loyalty is essential for a company to survive economically and within marketing is one of the most accessible strategies because it does not need to invest larger sums of money as in the acquisition of new customers. Based on these arguments, this research aims to develop strategies to increase customer loyalty in the Mano Negra Agency in the city of Latacunga, in order to strengthen the knowledge that the company has. Focused on the stated objective, an inductive research was developed with a quantitative approach, field and documentary design with cross-sectional and descriptive level, where surveys were conducted to 174 customers who bought more than once in the company, the questionnaire consisted of

* Msc. Universidad Técnica de Cotopaxi, Commercial Engineer, Master in Marketing, , eliana.palma@utc.edu.ec, <https://orcid.org/0000-0001-6515-5925>

* Msc. Universidad Técnica de Cotopaxi, B.S. in Marketing, william.morales4@utc.edu.ec, <https://orcid.org/0009-0009-4880-4466>

* Msc. Escuela Politécnica Del Ejercito, Engineer in Financial Management, Master in International Financial Accounting Management, mcsarzosa2@espe.edu.ec, <https://orcid.org/my-orcid?orcid=0000-0003-0714-0498>

* Msc. Universidad Técnica de Cotopaxi, Systems Engineer, Master in Business Administration, monica.salazar8191@utc.edu.ec, <https://orcid.org/0000-0001-7276-3099>

JOURNAL OF BUSINESS
and entrepreneurial
studies

ISSN: 2576-0971



Atribución/Reconocimiento-NoComercial- CompartirIgual 4.0 Licencia
Pública Internacional — CC

BY-NC-SA 4.0

<https://creativecommons.org/licenses/by-nc-sa/4.0/legalcode.es>

Journal of Business and entrepreneurial
January . March Vol. 8 - I - 2024
<http://journalbusinesses.com/index.php/revista>
e-ISSN: 2576-0971

journalbusinessentrepreneurial@gmail.com

Receipt: 15 October 2023

Approval: 22 December 2023

Page 1-25

three sections, demographic data, The questionnaire consisted of three sections, demographic data, influential factors in the purchase decision and loyalty strategies, it was carried out by stratified sampling grouping the population in the eight product lines as established in the business and it was concluded in nine main strategies that should be focused to be able to build customer loyalty, which are: knowing the customer's perception of the product, coordination among the company's personnel, physical and digital sales tools, fluid communication, effective solutions to inconveniences, personalized treatment, innovation and surprise, privileged attention and benefits according to the customer's needs, all supported by Alcaide as a reference in customer loyalty, a moderately significant degree of relationship between the variables studied was also evidenced.

Keywords: Loyalty, strategies, repurchase factors, customers,

RESUMEN

La fidelización de clientes es primordial para que una empresa logre subsistir económicamente y dentro de la mercadotecnia es una de las estrategias más accesibles debido a que no necesita invertir mayores sumas de dinero como en la adquisición de nuevos clientes. Con base en estos argumentos la presente investigación tiene como objetivo desarrollar las estrategias que permitan aumentar la fidelidad de sus clientes en la Agencia Mano Negra de la ciudad de Latacunga, con el propósito de reforzar los conocimientos que la empresa posee. Enfocado al objetivo planteado, se desarrolló una investigación inductiva con enfoque cuantitativo, diseño de campo y documental con corte transversal y de nivel descriptivo, donde se realizó encuestas a 174 clientes que compraron en más de una ocasión en la empresa, el cuestionario constó de tres secciones, datos demográficos, factores influyentes en la decisión de

compra y estrategias de fidelización, se efectuó mediante un muestreo estratificado agrupando a la población en las ocho líneas de productos según lo establecido en el negocio y se concluyó en nueve principales estrategias que debe centrarse para poder fidelizar a los clientes que son: conocer la percepción del cliente sobre el producto, coordinación entre el personal de la empresa, herramientas físicas y digitales de venta, comunicación fluida, soluciones eficaces a inconvenientes, trato personalizado, innovación y sorpresa, atención privilegiada y beneficios acorde a la necesidad del cliente, todo esto sustentado en Alcaide como referente en fidelización de clientes, también se evidenció un grado de relación moderadamente significativa entre las variables estudiadas.

Palabras clave: Fidelización, estrategias, factores de recompra

INTRODUCTION

In the marketing field, loyalty emerges as an accessible and effective strategy to maintain customer preference and ensure sustainable growth. That is why the present research has been carried out with the objective of developing strategies that allow them to achieve this purpose.

In the development of this descriptive research, a quantitative approach is adopted in three essential sections: demographic data, factors in the purchase decision and the loyalty strategies used by the company.

Stratified sampling with selection criteria based on the company's product lines is the methodology chosen to carry out the descriptive cross-sectional study. The results of the research shed light on nine fundamental strategies that the Mano Negra Agency should focus on to strengthen the ideality of its clients, offering concrete recommendations and perspectives that can guide the company to have a closer and more lasting relationship with its clients, in an increasingly competitive and demanding environment.

With an eye on the future, the value of customer loyalty remains a vital element for the growth and success of the company in a world of constant evolution.

According to Philip Kotler (1980), one of the most influential authors in the field of modern marketing, marketing is "the social and administrative process by which groups and individuals satisfy their needs by creating and exchanging goods and services".

Marketing can be defined as everything that is done in the process of exchange of products or services between seller and buyer, seeking mutual benefit and generating profitability.

Today's marketing approach is based on precise market segmentation, tailoring messages in a personalized way and building lasting relationships. Special attention is devoted to the use of data and analytics to make informed decisions and adjust strategies in a timely manner. The field of marketing, as an essential discipline in business, has undergone a process of constant transformation over time. From its origins to the present digital era, it has evolved significantly, adjusting to changing consumer demands and expectations.

As the preeminent marketing expert, Philip Kotler, eloquently noted, "Marketing is not the art of selling what you produce, but the ability to determine what to produce." This statement reflects the shift from a production-centric approach to a customer-centric approach, which marked the beginning of the evolution of marketing.

Authors such as Herbert Simon, in his theory of bounded rationality, and Daniel Kahneman, with his work in behavioral economics, have revealed that purchasing decisions are not always perfectly rational, but are often influenced by biases and heuristics. Richard Thaler, winner of the Nobel Prize in Economics, has also contributed to the field by exploring how individuals make decisions under uncertainty. Ultimately, understanding consumer behavior enables companies to tailor their marketing strategies effectively to meet the needs and wants of the target market.

- The study of consumer behavior in the field of marketing is
- essential to understanding how individuals make purchasing decisions and how they make
- are influenced by a variety of factors.
- Consumer Behavior

Consumer behavior in marketing refers to the study of the activities, influences and decisions made by individuals or groups when buying or using a product or service to satisfy their needs. This knowledge allows companies to develop marketing strategies based on the benefits that the product or service brings to the consumer, taking into account the psychological and social aspects that affect them.

Why do we shop in a particular place? Some marketing authors have identified several factors that influence consumers' purchasing decisions. Some of these factors are the quality of the product, the price, the brand, the location of the store and the company's advertising. In addition, the authors have also identified that consumers shop at a certain location because it is convenient for them and because they like the store's ambiance. According to the American Marketing Association (A.M.A.), the customer is "the potential or actual buyer of the products or services offered by a company".

Philip Kotler, an influential author in the field of marketing defines a customer as "someone who buys a product or service to satisfy a need or desire, either for personal

consumption or for business use. The customer is the heart of any business, as his or her satisfaction determines the long-term success of the company."

From the marketing point of view, the customer is treated as one of the most important figures in the industry. In marketing, the customer is positioned at the center and practically all the tactics and strategies proposed by a company revolve around this figure.

Ivan Thompson in his article *Types of customers* exposes different categories of customers, organized according to their current or potential connection with the company, the classification starts from two general divisions which are current and potential customers.

Customer loyalty refers to the likelihood that a customer will make a repeat purchase with a company or brand. This likelihood is based on customer satisfaction, positive experiences and the overall value of the goods or services the customer receives from a company.

Loyalty Marketing" (2002) defines customer loyalty as "the application of marketing strategies aimed at building and maintaining an ongoing, beneficial relationship with existing customers. This is achieved by providing positive and unique experiences, consistently satisfying their needs and desires, which in turn increases customer loyalty, retention and long-term contribution to the business.

The website conducetuempresa.com explains that every company wants to increase its income by selling more and that there are two ways to achieve this, one is by getting "more new customers" and the other by getting "more frequent purchases from current customers". However, according to studies, getting more customers is not always beneficial, because it involves a larger budget for customer acquisition and promotion.

Customer loyalty and fidelity.

Customer loyalty and customer loyalty are closely related. Customer loyalty refers to a customer's willingness to continue purchasing products or services from a particular company. Customer loyalty refers to a company's ability to retain existing customers and keep them coming back.

Customer loyalty is an important factor in customer loyalty. Loyal customers are more likely to return to purchase products or services from a particular company. In addition, loyal customers are also more likely to recommend a company's products or services to friends and family; therefore, it is important for companies to focus on customer loyalty in order to create brand-loyal customers.

Loyalty dimensions and indicators

Customer loyalty is a critical aspect in the business environment and involves various dimensions and aspects that deserve detailed analysis. Table 1 presents a set of dimensions and indicators thoroughly investigated in this context based on Alcaide (2015). These dimensions capture essential elements that influence customer loyalty, providing a comprehensive view of the factors that contribute to establishing and maintaining strong customer relationships.

- Loyalty programs: Loyalty programs offer exclusive rewards and benefits to loyal customers to make them feel valued and special.
- Personalization of messages and offers: The personalization of messages and offers allows companies to adapt their communication and promotions to the needs and preferences of each customer.
- Agent collaboration systems: Agent collaboration systems enable customer service teams to work together to solve problems and improve the customer experience.
- Privacy of personal data: The privacy of personal data is essential to build customer trust and loyalty.
- Continuous process improvement: Continuous process improvement enables companies to optimize their operations and improve customer experience.
- Measuring customer loyalty is important because it lets companies know whether their loyalty efforts are working.

There are several ways to measure customer loyalty. One common way is to use surveys to measure customer satisfaction and customer loyalty. Another way is to use sales data to measure the frequency with which customers purchase products or services from a particular company.

Evaluation of the current customer experience related to: Personalization: giving individual attention and achieving emotional connection; Integrity: building trust; Expectations: meeting and exceeding customer expectations.

Resolution: change a bad experience into an excellent one; Time and effort: have efficient processes; Empathy: understand the customer's situation and establish a close relationship.

Currently, one of the most widely used indexes by organizations to measure loyalty is the Net Promoter Score (NPS), created in 2003 by Fred Reichheld, which is basically a survey with a scale of 0 to 10, with the question

How likely are you to recommend the company to a friend?

Promoters are the most loyal and give a score of 9 or 10.

The passive 7 or 8 are the ones that most of the time only buy once.

Detractors of 6 or less are customers who are disappointed with their purchase and hurt the company's growth and reputation.

The company's overall Net Promoter Score is calculated by subtracting the percentage of detractors from the percentage of promoters.

The management indicators or KPIs (Key Performance Indicators) also allow us to measure the effectiveness of the customer loyalty strategy and will serve as a starting point to analyze in depth those points where weaknesses or opportunities for improvement are found.

The repurchase rate is another metric that lets you know how many sales in a period were made by someone who has already purchased a product or service. For example,

if 100 sales were made in a month and 60 of them were made by customers who have already purchased at least once, then the repurchase rate is 60%.

MATERIALS AND METHODS

This research was conducted using an inductive method since it starts from primary information that was obtained directly in the company investigated, from this particular characteristics were observed that helped to reach theories and general conclusions by identifying similar patterns through literary sources. It was also cross-sectional because it collects data at a single time and its purpose is to describe and analyze the variables, their incidence and interrelation, as mentioned by Hernandez and Mendoza (2018).

The approach of this research is quantitative because it is based on establishing a numerical variable of customers and then obtaining a clear and objective measurement of results by assigning numerical values to the categorical variables in the different statistical software. The numerical results allow us to evaluate the success or effectiveness of a factor in a quantifiable manner.

For this study, the company provided a database through a spreadsheet of 2100 active and passive customers, along with sales reports for the last two years, which is the primary source for this research. First, we proceeded to make a data selection excluding those who only bought once because the analysis of this study focuses on repurchase, which is essential for loyalty. Thus, using the data analysis platform <https://lookerstudio.google.com/> to which the spreadsheet obtained was embedded, a finite population of 605 customers who purchased on two or more occasions was arrived at. The finite population was established as 605 people, with a probability of acceptance of 50% and rejection of 50%, a confidence level of 94% and a margin of error of 6%.

The agency groups its clients according to the products that the client usually buys or has purchased in greater quantity, these product lines are called: metallic structures, large format printing, normal format printing, high volume printing, promotional items and graphic design. The textile line and the sale of supplies were excluded because they are new products that do not yet have sufficient sales data.

With a sample size of 175 people and taking into account the 6 product lines offered by the company, 29 people were chosen for each subset of customers.

As in this type of sampling the items are chosen based on criteria pre-established by the researcher, RFM Analysis was taken into account which is a customer behavior segmentation technique based on RFM data meaning: Recency / Actuality, Frequency and Monetary Value. The idea is to survey customers based on the most recent date of purchase, those who have purchased the most and those who have spent the most in total.

The instrument to be used is the questionnaire as it allows to identify the most accurate characteristics for which consumers return to buy from the company, it will be done through a link of Google forms <https://forms.gle/ErBJZok6BgzDtgy7> that was sent to

customers through a direct message using the WhatsApp platform <https://web.whatsapp.com/>.

Aiming at the objective of deducing the factors for which customers return to buy at Mano Negra Agency, questions were established for each indicator to help first to know the status of the company's situation related to interaction with customers.

For the instrument validation stage, the surveys were carried out using digital forms to approximately 10% of the total sample. The data obtained were recorded in a spreadsheet and then transferred to the IBM SPSS Statistics 27.0 statistical software to measure reliability using Cronbach's Alpha, which has the additional advantage of evaluating how much the reliability of the test would improve (or worsen) if a certain item were excluded (APPENDIX I). (APPENDIX I).

With the results it is concluded that the reliability index of the instrument through Cronbach's Alpha is higher than 0.9, which gives a reliability of the instrument of Excellent, so we proceeded to obtain the data of the total sample to continue the research.

RESULTS

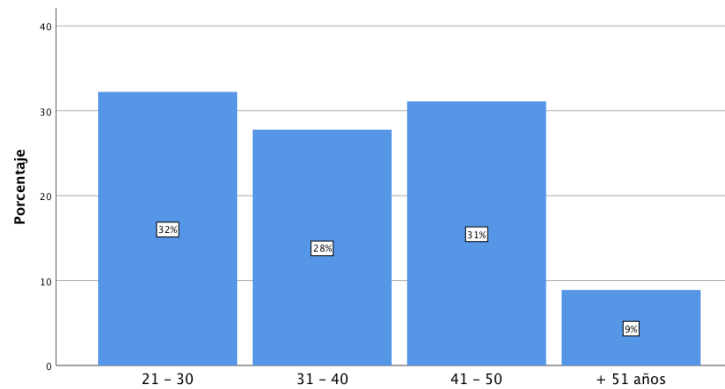
The data handled in the survey are ordinal and quantitative; therefore, frequency and contingency tables were used for the analysis, which allow for a more accurate handling of this type of information.

Demographic data

In this research, demographic data were collected and analyzed to provide relevant information on key sociodemographic characteristics, such as age, gender, educational level, occupation, marital status, and geographic location. The analysis of demographic data provides a solid basis for understanding how sociodemographic factors may influence the responses and behaviors observed in the study, thus providing a more complete and enriching perspective on the results obtained.

Figure 1 shows that the age of the clients from whom the data was obtained is between 21 and 50 years of age in its highest percentage, without a high differentiation between their age ranges, there is only a low percentage in the range of people over 51 years of age.

Figure 1. Age of clients surveyed.



The segment of customers who commonly buy is in the *third level* of education with a variation of 10% more men than women, it is also observed that there are still men with 2% who only finished *primary school*.

Figure 3. Gender and highest completed educational level

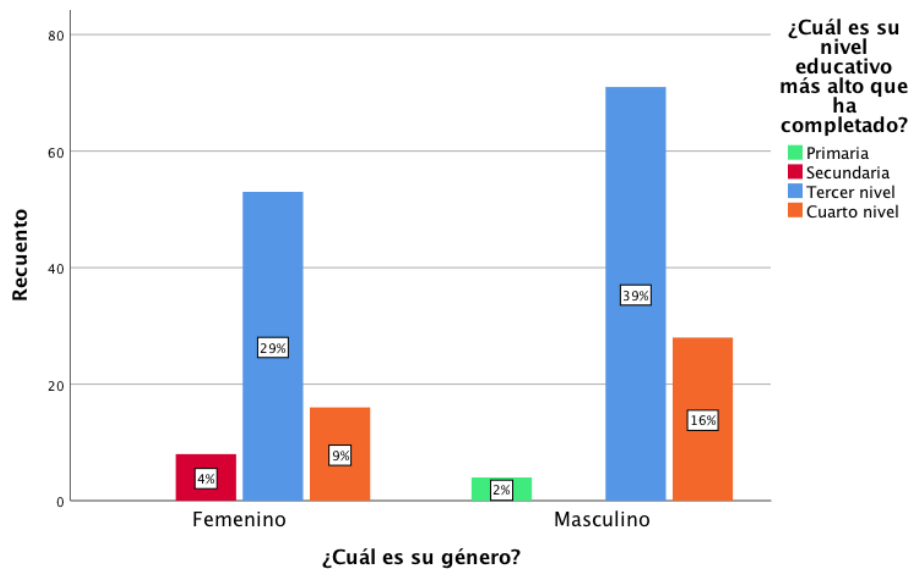
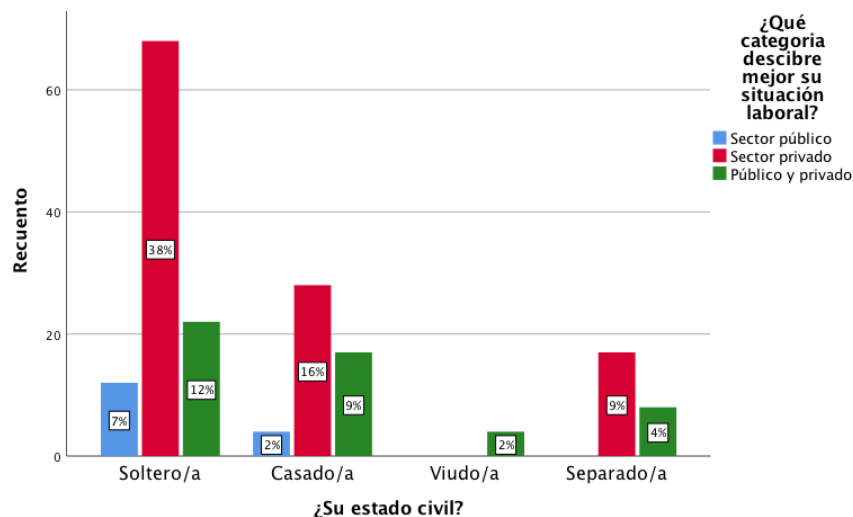


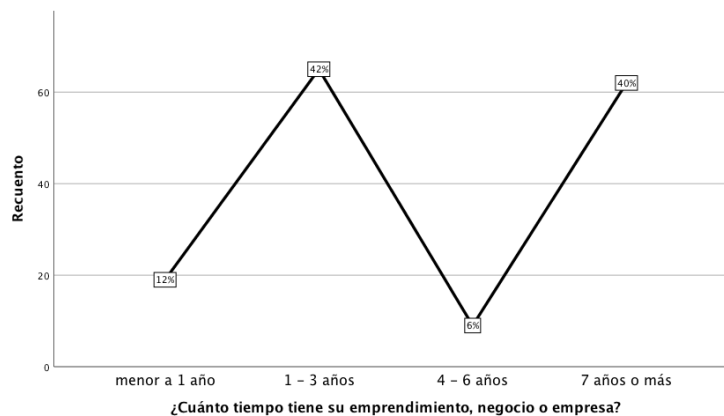
Figure 4 shows that *single* clients predominate with 38% and *married* clients with 16% who work in the *private sector*; they may be a segment to which loyalty strategies or other strategies that the agency should focus on.

Figure 4. Respondents' marital status and employment status



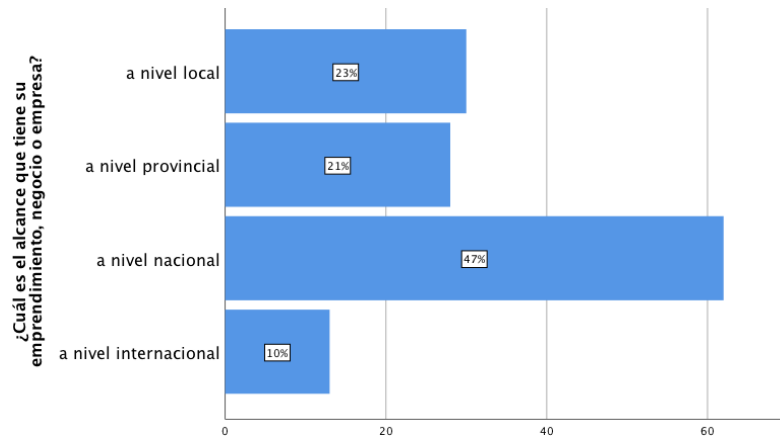
In the following figure it can be seen that 42% of the businesses respond that they are between 1 and 3 years old, demonstrating the theory that businesses close at an average of 5 years, we see that the following range is in companies that are more than 7 years old, which can be considered as mature companies.

Figure 5. Time the client's business has been in operation.



The data shows that clients rank their companies with a national reach of 47% followed by 23% and 21% at the local and provincial levels respectively, this is not very significant because companies that operate at the international level may be less but still generate more profitability.

Figure 6 . Coverage of surveyed companies.



More than half of the customers surveyed mentioned that they learned about the company through the recommendation of a friend or family member, which is very beneficial since one of the main indicators of loyalty is the NPS index, which is how good a recommendation is given about a business.

In the following tables, the responses are grouped according to the dimensions proposed in **Table 2**, which are: customer satisfaction, customer experience, service quality and brand influence.

These tables represent a comprehensive synthesis of the data collected, organized in a systematic way to provide an integrated view of the findings. Each table contains relevant and detailed information on the different aspects investigated, presenting the results in a precise and understandable manner.

Table 2. Customer satisfaction

Indicator	No influence	Little influence	Moderate influence	Great influence	Maximum influence	Mo
- Product quality	0,0%	2,8%	22,2%	40,0%	35,0%	4
- Ease of use	0,0%	0,0%	20,6%	37,8%	41,7%	5
- Customization of the product	0,0%	2,8%	17,8%	36,1%	43,3%	5
- Perceived performance	0,0%	5,0%	26,7%	19,4%	48,9%	5

- Perception of price fairness	0,0%	8,3%	18,9%	32,8%	40,0%	5
--------------------------------	------	------	-------	-------	-------	---

When evaluating the *Customer Satisfaction* dimension, it is observed that the *Perceived Product Performance* is the one that obtained the highest score with 48.9% of maximum influence, however it is important the general evaluation that customers make to this dimension that is above the average of 4, being *Ease of Use* the one that has the best average among indicators, it also shows that the company must improve to some degree the *Quality of the product*.

Table 3. *Customer experience*

Indicator	No influence	Little influence	Moderate influence	Great influence	Maximum influence	Mo
- Smooth communication	4,4%	0,0%	13,3%	40,0%	42,2%	5
- Punctuality in the delivery	4,4%	2,2%	13,9%	37,2%	42,2%	5
- Added benefit	4,4%	4,4%	23,9%	22,8%	44,4%	5
- After sales solutions	2,2%	4,4%	24,4%	22,8%	46,1%	5

The *Customer Experience* dimension shows that the *Post-sales Solutions* are the highest rated with 46.1% of maximum influence, additional here it is observed that the *added Benefit* that the company offers to customers does not help their *Experience* to be higher due to the average of 3.98.

Table 4. *Quality of service*

Indicator	No influence	Little influence	Moderate influence	Great influence	Maximum influence	Mo
- Training of the SALES STAFF	2,2%	4,4%	20,0%	23,3%	50,0%	5
- Clear procedures of care	0,0%	4,4%	15,6%	28,3%	51,7%	5

- Staff empathy	0,0%	4,4%	13,3%	31,1%	51,1%	5
- Accurate visual information	0,0%	9,4%	11,1%	30,6%	48,9%	5
- Adoption of technologies	2,2%	7,2%	11,1%	33,3%	46,1%	5
- Security in the shopping	0,0%	7,2%	8,9%	30,6%	53,3%	5

When analyzing the *Quality of Service* category, it is evident that, without a doubt, *Security in purchases* is the one that has the greatest influence on the buyer's decision to repurchase, the company should not neglect the training of sales personnel who must continually adapt to new technologies.

Table 5. Brand influence

Indicator	No influence	Little influence	Moderate influence	Great influence	Maximum influence	Mo
- Identification of the brand	0,0%	4,4%	15,0%	36,7%	43,9%	5
- Consistent visual identity	0,0%	7,2%	11,1%	30,6%	51,1%	5
- Positive values of brand	0,0%	7,2%	12,8%	28,3%	51,7%	5
- Emotional connection	0,0%	7,2%	20,0%	24,4%	48,3%	5

The perception of *positive values* transmitted by the agency's brand are predominant over the other indicators with 51.7% with a maximum influence to buy again and it is due to the fact that the business has tried to deliver customized products taking care of the details, however, it must continuously improve the *emotional connection between the company and the client*.

Determining the factors that influence the repurchase decision by Mano Negra Agency customers.

According to the results of the research, it can be deduced that the factors with the highest percentages for which people return to buy from the aforementioned company are:

- The performance provided by the product

- The solution to post-sale problems
- Transaction security
- Positive brand values

In addition, it is possible to add the elements that are not the ones that occupy the first place but are the next ones by which the company has managed to maintain some recurrences in its sales:

- Product customization
- Added benefit
- Staff empathy
- Consistent visual identity

Each of the following tables provides pertinent and detailed information on the different aspects investigated, presenting the results in a precise and understandable manner, for this purpose the responses are grouped according to the dimensions established in **Table 6**, which include: Loyalty by customer information, Internal company marketing, Company-customer communication, Creating experience and Incentives and privileges.

These tables represent a comprehensive summary of the data collected, systematically organized to provide an overview of the findings.

Table 6. *Loyalty by customer information*

Indicator	Not important	Not very important	Moderate important mind	Important	Very important	Mo
- Knowledge of tastes and customer preferences	0,0%	0,0%	6,7%	33,9%	59,4%	5
- Constant updating database	0,0%	2,2%	15,6%	19,4%	62,8%	5
- Interest in the customer's perception of the product	0,0%	0,0%	6,7%	20,0%	73,3%	5

In order to develop this *customer information loyalty* strategy, it is very important to take into account that 73.3% of the respondents believe that the company should be interested in *their perception of the product*, since they are the only ones who know the satisfaction with the product, and they consider that the company should *update its databases* with customer information.

Table 7. Internal marketing of the company

Indicator	Not important	Not very important	Moderately important	Important	Very important	Mo
- Coordination between all staff	0,0%	0,0%	6,7%	22,2%	71,1%	5
- Staff capacity in decision making	0,0%	0,0%	8,9%	35,6%	55,6%	5
- Motivation to buyer	0,0%	0,0%	11,7%	22,2%	66,1%	5
- Sales tools	0,0%	0,0%	6,7%	15,6%	77,8%	5

For almost 4 out of 5 consumers, it is very important that within the *company's internal marketing* loyalty strategies, priority is given to *sales tools* such as product samples offered by the company (77.8%), together with the *coordination* that should exist among all personnel at the time of establishing the terms under which the product is produced and sold.

Table 8. Company-customer communication

Indicator	Not important	Not very important	Moderately important	Important	Very important	Mo
- Smooth communication personalized	0,0%	0,0%	6,7%	18,9%	74,4%	5
- Timely information in terms of sales	0,0%	0,0%	11,7%	18,3%	70,0%	5
- Interest in dates special for the	0,0%	5,0%	18,3%	22,8%	53,9%	5

customer.

Undoubtedly, when a client arrives at a business, he/she looks for *solutions and if he/she has problems*, 78.9% consider it very important that the agency knows how to solve them, *he/she* also considers it important that there is a *fluid and personalized communication*, perhaps because to a certain degree they look for confidentiality in their purchases as was observed in previous items.

Table 9. *Create experience*

Indicator	Not important	Not very important	Moderately important	Important	Very important	Mo
- Personalized service	0,0%	0,0%	11,7%	13,3%	75,0%	5
- Value-added product	0,0%	0,0%	9,4%	26,1%	64,4%	5
- Pleasant atmosphere	0,0%	0,0%	9,4%	22,8%	67,8%	5
- Innovation and surprise	0,0%	0,0%	9,4%	16,7%	73,9%	5

As Mano Negra is an agency related to graphic design, buyers frequently look for *innovative and novel products* with which they can promote their businesses, 73.9% of them consider it very important and at the same time they look for a *personalized treatment* that helps them to live an exceptional shopping experience.

Table 10. *Incentives and privileges*

Indicator	Not important	Not very important	Moderately important	Important	Very important	Mo
- Preferential attention	0,0%	2,8%	11,1%	13,9%	72,2%	5
- Exclusive discounts	0,0%	5,0%	11,1%	21,1%	62,8%	5
- Volume awards of consumption	0,0%	2,8%	8,9%	26,1%	62,2%	5

- Benefits according to the customer's need	0,0%	0,0%	9,4%	15,0%	75,6%	5
---	------	------	------	-------	--------------	---

In terms of incentives and privileges as a loyalty strategy, the agency's clients seek that the *benefits are in line with their needs*, whether in their business or personal needs, this is very important for 75.6%. The research also shows that as an incentive to their frequency of purchase they receive preferential and agile attention, this over prizes and discounts that people want in a lower percentage.

The requirements of the clients are different depending on the company they buy from. Based on the research carried out, the strategies are designed and it is deduced that the predominant ones to maintain the loyalty of the agency's clients according to what they answered are:

Interest in the customer's perception of the product - Through market research, a thorough analysis of customer needs, preferences and expectations regarding the product sold by the company can be conducted. This can include surveys, interviews and market research to understand in depth how they perceive the product and through the data collected identify areas for product improvement.

It is important to keep the client informed of the improvements made and to establish a constant feedback and monitoring process, gathering comments and suggestions through periodic surveys, monitoring of opinions on social networks and data analysis to identify trends and areas for further improvement.

Coordination among all company personnel - Establish a clear and shared vision of what it means to provide excellent customer service. Communicate this vision to all company personnel and ensure that everyone understands its importance and is aligned with it by focusing on customer service skills, effective communication, empathy and problem solving.

Establish clear and measurable standards for customer service at all points of contact with the company, which should be known by all personnel and serve as a reference to ensure a consistent and high quality experience for each customer.

Foster an organizational culture focused on customer service, where all employees understand the importance of their role in customer loyalty. Promote proactive, customer-oriented attitudes and teamwork at all levels of the company by implementing a recognition and rewards program to celebrate and highlight achievements through public recognition, financial incentives, awards or performance-based bonus programs.

Physical and digital sales tools - As a company that sells customized products, it must develop physical samples of products that could be given to potential customers and allow customers to directly experience their quality and benefit.

Develop an interactive, intuitive website with clear product images and descriptions that allows customers to browse and request product samples easily and conveniently or through printed catalogs that can be distributed at events to capture customer interest and provide detailed product information.

It is important to proactively follow up with customers who have received product samples to gather their feedback and respond to any questions or concerns they may have. Provide excellent customer service at all times to strengthen customer relationships and build trust in the brand.

By focusing on manual and digital tools for sales product samples, this loyalty strategy seeks to engage customers in a direct and tangible way, allowing them to experience the products before making a purchase. This will strengthen brand trust, increase customer loyalty and facilitate informed purchasing decisions.

Personalized seamless communication - This requires dividing the customer base into segments based on demographic characteristics, buying behaviors or preferences, collecting relevant information such as purchase history, product preferences, past interactions to build more complete customer profiles and understand their individual needs.

Tailor messages and multichannel communications using marketing automation tools to send personalized messages at the right time to each segment or even to each individual customer using the customer's name in messages, refer to their past purchases, and provide personalized recommendations and offers based on their preferences.

By focusing on fluid and personalized communication, this loyalty strategy seeks to establish a deeper connection with customers, strengthen the relationship and generate a sense of belonging. This will increase customer loyalty, foster long-term loyalty and generate positive recommendations.

Be attentive to customers' needs and concerns and respond quickly and proactively to issues reported by customers. Establish clear and accessible communication channels, such as customer service hotlines or support emails, so that customers can easily report their problems and show empathy in addressing their issues.

Take immediate and effective action to resolve customer issues. Allocate adequate resources and personnel to address each situation in a timely manner. Provide concrete and clear solutions that meet customer expectations and keep

customers informed about the progress of resolving their issue or set realistic expectations about timelines and next steps. This will help build trust and reduce customer uncertainty.

Consider additional compensation or benefits for customers affected by significant inconvenience. This may include discounts, refunds, gifts or credits toward future purchases. These actions demonstrate the company's willingness to rectify errors and provide a satisfactory customer experience, then follow up on the resolution to ensure that the customer is satisfied with the solution provided.

Analyze and learn from the inconveniences reported by customers by identifying recurring patterns and areas for improvement in the company's processes, products or services and implement corrective actions to avoid similar problems in the future.

Personalized treatment: Customers are looking for an exceptional and distinctive experience that motivates them to continue choosing the same supplier for its products instead of those of the competition, and this goes beyond the demand for the good. To provide personalized treatment, it is essential to have deep customer information through CRM (Customer Relationship Management) that allows tailoring experiences and treatment in every interaction with the customer. This can include exceptional customer service, personalized product recommendations, exclusive offers, sending free samples or invitations to special events.

Anticipating customer needs and concerns by offering assistance and support proactively, before the customer has to ask for it, demonstrates genuine commitment and generates a sense of care and attention, but this must be done by training and empowering staff to provide personalized and exceptional treatment to customers by equipping them with the tools, skills and knowledge necessary to meet the individual needs of each customer and exceed their expectations.

By focusing on personalized treatment to create an exceptional experience, we seek to generate an emotional bond with customers, strengthen loyalty and turn them into brand advocates.

Innovation and surprise - The company must stay abreast of the latest market trends and preferences to understand changing customer needs and evaluate how innovation can uniquely meet those needs.

Using innovation to constantly develop new products or services that offer creative and exciting solutions that break with convention and generate a lasting impact on the customer's mind, you can include customization options in the selection of products, services or packaging, as well as the implementation of

advanced technologies, such as artificial intelligence or augmented reality, to create personalized and surprising experiences.

Implement loyalty programs that offer unexpected, surprising and exciting rewards to customers such as exclusive gifts or special discounts, and can be delivered in a surprising way to generate an effect of gratitude and loyalty.

It is important to foster a culture of innovation within the company, where creativity, experimentation and the constant search for improvements are promoted, innovative ideas should be encouraged and rewarded, and the necessary support should be provided to implement them.

Preferential attention - Purchase history can be used to identify the most valuable customers, those who make a significant contribution to business results. These key customers will receive even more preferential attention, as their loyalty is critical to the company's success.

Provide preferred customers with exclusive offers, special discounts or customized promotions that reflect their value to the company and distinguish them from other customers. This includes ensuring prompt service by providing a dedicated and knowledgeable support team that is available to address their queries, resolve problems or provide assistance on a priority basis by training and empowering all company personnel, emphasizing the importance of their satisfaction and loyalty.

Focusing on preferential attention seeks to recognize and reward the most valuable customers, providing them with special treatment and strengthening their relationship with the company. This will foster long-term loyalty and increase positive recommendations, contributing to the company's continued growth and success.

Benefits according to the client's needs - The growth of the offer has meant that some clients are no longer surprised by the promotions that the company offers or simply do not want them, which is why it is important to develop personalized benefits that meet the particular needs of the clients and generate greater profitability for the agency.

The benefits that best fit your needs may be products that relate to your line of business as in the case of a restaurant that hires branding for the exterior of your business, the agency could deliver labels for packaging or similar that is commonly known as added value to meet the needs and expectations of customers.

To maintain flexibility according to individual needs, customers could be allowed to select benefits or provide customization options in an effort to provide

significant value that will help strengthen customer relationships and foster customer loyalty.

Relationship between the factors influencing the repurchase decision and the loyalty strategies consulted with Mano Negra's clients.

To determine the degree of correlation between these two categorical variables that do not have a normal distribution, a nonparametric statistical test known as Spearman's rank correlation coefficient or simply Spearman's Rho was used, for which the following hypotheses are proposed:

H₀ = There is no relationship between the factors influencing the repurchase decision and the loyalty strategies.

H_i = If there is a relationship between the factors influencing the repurchase decision and the loyalty strategies.

In order to establish the relationship between two variables, each of the indicators was summed by grouping them by *Influencing Factors* and *Loyalty Strategies*, using IBM SPSS statistical software, and these variables were correlated, obtaining the following result:

Table 11. *Non-parametric correlations between variables*

			Influencing Factors	Loyalty strategies
Spearman's Rho	INFLUENCING FACTORS	Correlation coefficient	1,000	,573**
		Sig. (unilateral)	.	,000
		N	180	180
	LOYALTY STRATEGIES	Coefficient of correlation	,573**	1,000
		Sig. (unilateral)	,000	.
		N	180	180

***. Correlation is significant at the 0.01 level (one-sided).*

The p value calculated is 0.000, which is less than 0.01 ($0.000 < 0.01$), so the null hypothesis is rejected and the alternative hypothesis (H_i) is accepted, which determines that there is a relationship between the factors influencing the

repurchase decision and the loyalty strategies. Spearman's Rho coefficient is 0.573, indicating that the relationship between the variables is direct and its degree is moderate, according to the *Research Methodology Manual*. Mayorga, L.A (2022)

It can be affirmed with 99% confidence that there is a moderate direct proportional relationship between the Influencing Factors in the repurchase decision and the Loyalty Strategies consulted to the Mano Negra agency's clients.

CONCLUSIONS

From the research it can be deduced that the main reasons why customers have stopped buying from the agency are; Product Quality, Added Benefit, Technology Adoption and Brand Identification.

Marketing strategies play a crucial role in building loyalty with existing customers by creating a strong connection between the brand and consumers. Effective marketing strategies not only attract new customers, but also nurture and strengthen the relationship with existing customers, creating a stronger and longer lasting bond that can lead to increased loyalty.

To improve the overall customer experience, it is essential to listen to customer needs, personalize interactions, provide exceptional service, simplify purchasing processes, be transparent, implement loyalty programs, solicit constant feedback, ensure quick responses, continually innovate, and provide a consistent experience across all channels. The strategies work together to increase loyalty by strengthening the emotional relationship, trust and customer satisfaction over time.

REFERENCES

- Alcaide, J. (2015). *Customer loyalty (2.aed.)*. ESIC editorial. Spain.
<https://play.google.com/books/reader?id=CBanCwAAQBAJ&hl=es&pg=GB.S.PT14>
- Alcazar, P. (2012). *Company-Customer Relationship*. EDEBE.
https://www.edebe.com/ciclosformativos/zona-publica/UT09_830030_LA_C_EyAC_CAS.pdf
- Alcívar, A. & Rodríguez, A. (2019). *Design of a Customer Loyalty Program for S.G Tour Travel Agency*. ESCUELA SUPERIOR POLITÉCNICA DEL LITORAL. Guayaquil.
<https://www.dspace.espol.edu.ec/bitstream/123456789/53801/1/T-111826%20Alc%C3%ADvar%20-%20Rodr%C3%ADguez.pdf>
- Armstrong, G. & Kotler, P. (2013). *Fundamentals of Marketing (11. aed.)*. Pearson Educación, Mexico.
<https://instipp.edu.ec/Libreria/libro/Fundamentos%20del%20Marketing-Kotler.pdf>
- Bastos, A. (2006). *Customer loyalty (1.aed.)*. Retrieved from
<https://books.google.com.pe/books?hl=es&lr=&id=8nj->

- kruWtIgC&oi=fnd&pg=PT9&dq=FIDELIZACION+BASTOS+2006&ots=Q iAVMc Qb3H&sig=5zA9-#v=onepage&q&f=false
- Bulnes, M. (2020). *LOYALTY AND SATISFACTION FROM THE PERSPECTIVE OF TOP CUSTOMERS OF A MASS CONSUMPTION COMPANY IN THE TRUJILLO CITY*. Universidad Privada del Norte. Peru.
https://repositorio.upn.edu.pe/bitstream/handle/11537/24708/T005_44390922_M.pdf?sequence=1
- Cabrera, M. (2018). *The importance of building customer loyalty*. Retrieved from <https://www.marianocabrera.com/la-importancia-fidelizar-tus-clientes/>
- Castañeda, A. & Zambrano, J. (2018). *THE EVOLUTION OF MARKETING TO THE DIGITAL ERA AND ITS APPLICATION IN COMPANIES*. University Libre, private university in Bogota, Colombia
<https://repository.unilibre.edu.co/bitstream/handle/10901/15861/ARTICULO%20LA%20EVOLUCION%20DEL%20MARKETING%20HASTA%20LA%20ERA%20DIGITAL.pdf>
- Chachalo, C., Chiluisa, A., (2022). *Kpi's management indicators in a rose exporting company in Cotopaxi Province*. UTC. Latacunga. 82
- Chnarch, A. (2011). *Loyalty marketing: how to obtain satisfied and loyal customers, under a Latin American perspective (I.aed.)*. Retrieved from https://books.google.com.pe/books/about/Marketing_de_fidelizaci%C3%B3n.html?id=H9vDDDQQAQBAJ&redir_esc=y
- Davila, K. & Oviedo, V. (2022). *Digital marketing and customer loyalty at Hotel Tierra Viva*. UNIVERSIDAD NACIONAL DE FRONTERA. Perú.
<http://repositorio.unf.edu.pe/bitstream/handle/UNF/221/TESIS%20%20Davila%20Alvarez%2c%20Katty%20Cristhina%20-%20Oviedo%20Urbina%2c%20Verania%20Yamile%20.pdf?sequence=1&isAllowed=y>
- Estrada, W. (2007). *Service and Customer Service*. Peru.
https://www.academia.edu/28417616/Servicio_y_atencion_al_cliente
- Ferré, J., & Ferré, J. (1997). *Consumer and Customer Behavior: How to Know Your Consumers*. Madrid, Spain: Editorial Diaz de Santos.
- Kotler, P. & Keller, K. (2012). *Marketing Management (14.aed.)*. Pearson Education.
https://cdn.websiteeditor.net/25dd89c80efb48d88c2c233155dfc479/files/uploaded/Kotler_keller_-_marketing_management_14th_edition.pdf
- García, J. (2003). *The importance of maintaining customer loyalty as a strategic asset of great value for the brand*.
https://www.esic.edu/documentos/revistas/esicmk/060130_676593_E.pdf?fbclid=IwAR2TIGv0Sz7821NNT7mG8nD7FN9z9KoOIWNKT_wKif46u_hM2eas6qrIG0
- Gómez, J. (2022). *The loyalty pyramid: how to measure customer loyalty*. Loyalty and digital loyalty. Spoonity. <https://www.spoonity.com/es/piramide-de-loyalty/>
- Hernández, R., (2014). *Research methodology (6.aed.)*.

- McGRAW-HILL/INTERAMERICANA EDITORES, S.A. DE C.V.
 Hernández, R., Fernández, C. and Baptista, P. (2014). *Research Methodology*. Mc Graw Hill Education.
<https://www.uca.ac.cr/wp-content/uploads/2017/10/Research.pdf>
 Londoño, C. (2006). *Customer Service and Complaint Management*. Graficas Marcar S.A. Spain. <https://books.google.co.cr/books?id=jHLLP2fNHakC&printsec=frontcover#v=onepage&q&f=false>
 Lovelock, C., Wirtz, J., (2009). *Service Marketing, Personal Technology and strategy (6.aed.)*. D.R. © 2009 by Pearson Educación de México, S.A. de C.V.
 Matteucci, M., (2023). *Customer loyalty: what are the tax effects?* Pontificia Universidad Católica del Perú.
 McCarthy, J. (1964). *Basic Marketing: A Managerial Approach (2nd ed.)*. R.D. Irwin, Homewood.
 Moncayo, Y, Álvarez, J. & Camacho, V. (2022) *The evolution of marketing and its perspective in business management Pol. Con. (Issue No. 70) Vol. 7, No 7, July 2022, pp. 1651-1666, ISSN: 2550 - 682X. ESPOCH*
<https://polodelconocimiento.com/ojs/index.php/es/article/download/4308/10207>
 Montoya, R. (2017). *Analysis of the loyalty of corporate clients of the Ramada Hotel located in the city of Guayaquil. CATHOLIC UNIVERSITY OF SANTIAGO DE GUAYAQUIL.*
<http://repositorio.ucsg.edu.ec/bitstream/3317/9861/1/T-UCSG-POS-MAE-159.pdf>
 Najarro, V. (2019). *Digital marketing strategies to build customer loyalty at Hotel Ginebra, in the district of Los Olivos [Undergraduate thesis, Universidad Cesar Vallejo]. Academic repository Universidad Cesar Vallejo*
<https://hdl.handle.net/20.500.12692/54337>
 Nauca, Z., Cinthia, P., (2020). *CRM as a strategy to achieve customer loyalty in the restaurant Berta, Chiclayo* Retrieved May 4, 2023 from https://repositorio.ucv.edu.pe/bitstream/handle/20.500.12692/57886/Nauca_Z_CP-SD.pdf?sequence=1&isAllowed=y
 Reichheld, F. (2002). *The Loyalty Effect*. Editorial Ariel. Spain.
https://archive.org/details/loyaltyeffecthid00reic_0/page/n11/mode/2up
 Rodríguez, A. (2012). *Antología Comportamiento del Consumidor*.
<https://www.eumed.net/libros-gratis/2012b/1217/1217.pdf>
 Solomon, M. (2008). *Comportamiento del consumidor (7.aed.)*. PEARSON EDUCATION, Mexico.
<https://uachatec.com.mx/wp-content/uploads/2019/10/Comportamiento-del-consumer-7ed-Michael-R.-Solomon.pdf>
 Schiffman, L., & Lazar, L. (2010). *Consumer behavior. (10.aed.)*. 462-464. PEARSON EDUCACIÓN. Mexico.

- <https://psicologadelconsumidor.files.wordpress.com/2016/04/comportamiento-consumer-schiffman-10edi.pdf> o-
- Schnarch, A. (2017). *Loyalty Marketing: how to achieve satisfied, loyal and profitable customers* (2nd ed). Ecoe ediciones.
- <https://www.ecoediciones.mx/wp-content/uploads/2017/04/Marketing-de-fidelizaci%C3%B3n-2nd-Edit%C3%B3n.pdf>
- Stanton, Etzel and Walker (1981). *Fundamentals of marketing*, (13th ed.). McGraw-Hill, USA.
- Thompson, I. (2006). *Types of Customers. Learn about the different types of customers that companies or organizations need to classify properly*. Promonegocios.net: Marketing Portal with Articles, Directories and Forums.
- <https://www.promonegocios.net/clientes/tipos-clientes.html> Vallejo, L. (2016). *Marketing in Products and Services*. ESPOCH.
- <http://scielo.sld.cu/pdf/ralc/v10n26/2411-9970-ralc-10-26-37.pdf> Vallet, T. (2015). *Principles of strategic marketing* (1. aed.). <https://core.ac.uk/reader/61447920>
- Zumárraga, J., (2022). *Strategic marketing plan for the company EMPROVIT in the city of Pujilí. UTC. Latacunga. 115 p.* Retrieved May 4, 2023 from <http://repositorio.utc.edu.ec/handle/27000/8870>