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**For the fulfillment of an academic Master's degree**  
**In {Marketing Management}**

*The Impact of Customer Relationship Management Strategies on  
Customer Lifetime Value : A Case Study of Decathlon EL Djazair*

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## **ABSTRACT**

Customer Relationship Management (CRM) has emerged as a strategic tool for organizations aiming to strengthen long-term relationships with their customers and maximize Customer Lifetime Value (CLV). This study seeks to measure the impact of CRM strategies—particularly personalization and customer engagement—on customer loyalty and long-term value creation within the retail sector, using Decathlon as a case study.

To achieve this objective, a quantitative methodology was applied through the distribution of a structured questionnaire to 381 Decathlon customers. The data collected were analyzed using various statistical methods, including descriptive statistics, reliability analysis, correlation, and regression modeling.

The findings reveal that CRM strategies have a positive and significant impact on CLV, primarily through the reinforcement of customer loyalty. Personalized CRM actions and customer engagement efforts were found to be key drivers in fostering loyalty and increasing customer value over time. These results confirm the strategic importance of customer-centric relationship management in building a sustainable competitive advantage in the retail industry.

**Key words:** Customer Relationship Management, Customer Lifetime Value, customer loyalty, personalization, customer engagement, retail industry.

## الملخص :

أصبح إدارة علاقات العملاء (CRM) أداة استراتيجية تستخدمها المؤسسات لتعزيز علاقاتها طويلة الأمد مع عملائها وتعظيم قيمة عمر العميل (CLV). يهدف هذا البحث إلى قياس أثر استراتيجيات إدارة علاقات العملاء، خاصة التخصيص و تفعيل مشاركة العميل، على ولاء العملاء وزيادة قيمتهم على المدى الطويل، مع التركيز على حالة ديكاتلون في قطاع التجزئة.

ولتحقيق هذا الهدف، تم اعتماد منهجية كمية من خلال توزيع استبيان على 381 عميلاً من عملاء ديكاتلون. تم تحليل البيانات باستخدام إحصائيات وصفية، اختبارات الموثوقية، تحليل الارتباط، و نماذج الانحدار.

أظهرت النتائج أن استراتيجيات إدارة علاقات العملاء لها تأثير إيجابي وهام على قيمة عمر العميل، من خلال تعزيز ولاء العملاء. كما تبين أن التخصيص و مبادرات تفعيل المشاركة يمثلان محركين أساسيين لتعزيز الولاء وزيادة القيمة طويلة الأمد. تؤكد هذه النتائج الأهمية الاستراتيجية لإدارة علاقات العملاء المرتكزة على العميل لتحقيق ميزة تنافسية مستدامة في سوق التجزئة.

**الكلمات المفتاحية:** إدارة علاقات العملاء، قيمة عمر العميل، ولاء العملاء، التخصيص، تفعيل مشاركة العميل، قطاع التجزئة.

## Résumé

La Gestion de la Relation Client (GRC) est devenue un levier stratégique pour les entreprises visant à renforcer les relations à long terme avec leurs clients et à maximiser la Valeur Vie Client (CLV). Cette étude a pour objectif de mesurer l'impact des stratégies de GRC, en particulier la personnalisation et l'engagement client, sur la fidélité et la création de valeur à long terme, en se basant sur le cas de Decathlon dans le secteur du commerce de détail.

Pour atteindre cet objectif, une approche quantitative a été adoptée à travers la distribution d'un questionnaire à 381 clients de Decathlon. Les données ont été analysées en utilisant des statistiques descriptives, des tests de fiabilité, des analyses de corrélation, et des modèles de régression.

Les résultats montrent que les stratégies de GRC ont un impact positif et significatif sur la CLV, notamment à travers le renforcement de la fidélité client. La personnalisation et les actions d'engagement client apparaissent comme des leviers clés pour accroître la fidélité et la valeur des clients sur le long terme. Ces résultats confirment l'importance stratégique d'une gestion relationnelle centrée sur le client pour assurer un avantage concurrentiel durable dans le secteur du commerce de détail.

**Mots-clés :** Gestion de la Relation Client, Valeur Vie Client, fidélité client, personnalisation, engagement client, secteur du commerce de détail.

## Acknowledgments

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## **List of Abbreviations, Acronyms**

**CRM:** Customer relationships management

**CLV:** Customer lifetime value

**SPSS:** Statistical Package for the Social Sciences

**APV:** Average purchase value

**KPI :** Key performance indicator

**NPS:** Net promoter score

**OPECO:** Operation commerciale

# **INTRODUCTION**

## Introduction

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Marketing plays an essential role in attracting and engaging customers, maintaining long term relationships, however, requires a more structured approach. This is where Customer Relationship Management (CRM) becomes fundamental. CRM enhances traditional marketing efforts through data driven strategies to personalize interactions, enhance customer satisfaction, and foster long-term engagement customer engagement and business growth.

Among the key metrics that underscore the significance of CRM is Customer Lifetime Value (CLV), which represents the total revenue a business can reasonably expect from a single customer account. By optimizing CRM strategies to enhance CLV, companies can not only bolster their bottom line but also foster stronger customer advocacy and brand loyalty. The goal of CRM is to improve business relationships, enhance customer retention, and drive sales growth, and it has become a crucial tool for achieving sustainable commercial success.

The relationship between CRM and CLV has been widely debated in academic and professional circles .While CRM initiatives are designed to improve engagement and sales, their measurable impact on long-term profitability is still debated. Several factors, such as the effectiveness of personalized communication, customer service efficiency, and the ability to offer relevant product recommendations, influence how CRM contributes to CLV. Companies that fail to implement CRM effectively may find it difficult to achieve measurable financial outcomes.

This study aims to explore the direct and indirect impact of CRM on CLV by examining how CRM strategies contribute to customer retention. Through a detailed quantitative analysis, this research will provide quantitative insights into how CRM strategies contribute to customer value.

This topic was chosen due to its relevance in modern business environments and its growing significance in marketing strategies. Moreover, the research aligns with contemporary business challenges and academic priorities.

# Introduction

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## **Research Problem:**

Despite significant investments in CRM systems, many companies struggle to quantify CRM's financial impact. The complexity of customer behavior, changing market trends, and the varying effectiveness of CRM strategies complicate the establishment of a statistically significant link between CRM and CLV.

This research addresses the central question:

**To what extent does Customer Relationship Management influence Customer Lifetime Value in the retail sector ?**

From this, the following sub-questions arise:

- How do different types of CRM (operational, analytical, and collaborative) impact CLV?
- Which CRM strategies most significantly influence CLV?

## **Objectives of the Study :**

The primary objective of this study is to understand the relationship between CRM and CLV and identify how CRM strategies contribute to long-term customer value. More specifically, it aims to:

- Analyze the impact of CRM initiatives on key CLV indicators such as repeat purchases, customer retention, and average transaction value.
- To identify the most effective CRM strategies that influence CLV.

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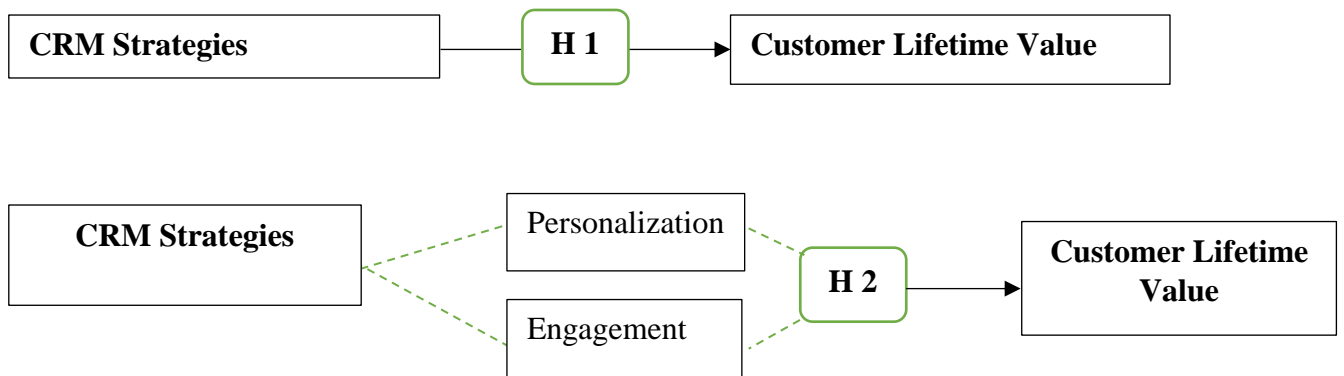
## Hypotheses:

To address the research question, the following hypotheses have been formulated :

- **H1:** CRM strategies have a positive impact on Customer Lifetime Value (CLV) in the retail sector.
- **H2:** Personalization and engagement strategies increase CLV by enhancing loyalty.

Below is an illustration of our research model:

**Figure 1: Research Model – Impact of CRM Strategies on Customer Lifetime Value**



**Context:** Retail Sector

## Methodology :

This study adopts a **quantitative research design** to statistically investigate the relationship between Customer Relationship Management (CRM) strategies and Customer Lifetime Value (CLV), thereby ensuring objectivity and measurability in the findings. The variables of the research are specified as follows: the **independent variable** is CRM strategies, encompassing

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the various approaches employed to manage and strengthen customer interactions; the **dependent variable** is CLV, which evaluates the customer's financial contribution over an extended period. To reduce the potential impact of extraneous factors, **control variables** such as company size and customer demographics are incorporated, while the sectoral context is held constant by concentrating on the retail industry. Accordingly, the central aim of this study is to examine the extent to which CRM strategies influence CLV, while accounting for these contextual variables.

### **Data Collection:**

A structured questionnaire was selected as the primary data collection tool due to its efficiency in gathering standardized responses from a large sample

- **Sample Size:** The study will target a representative sample of the customer base to ensure reliability.
- **Data Analysis:** Statistical tools (SPSS) such as correlation and regression analysis will be used to determine the relationship between CRM and CLV.

### **Study Context :**

The research will be conducted in the retail sector, specifically focusing on Decathlon EL Djazair. As a leading sports retailer, Decathlon employs various CRM strategies to enhance customer relationships and increase the lifetime value of its clients. The company implements operational CRM practices, such as customer service management, complaint handling, and sales force automation, to improve interactions with customers and encourage repeat purchases. By analyzing Decathlon EL Djazair's CRM practices, this study will provide valuable insights into how a retail business can optimize customer retention and financial performance through effective CRM implementation. Decathlon El Djazair provides a concrete case of CRM implementation in a retail setting and its effectiveness in fostering long-term customer relationships. The research seeks to demonstrate how CRM can generate measurable improvements in customer lifetime value.

## **Structure of the Study :**

This research will be structured into three main chapters:

1. **Chapter 1:**

- a) Theoretical framework
- b) Literature review on CRM, CLV.
- c) The interrelation between the concepts .

2. **Chapter 2:**

- a) Research methodology
- b) and detailed presentation of Decathlon El Djazaire.

3. **Chapter 3:**

- a) Analysis and discussion of results, including CRM's impact on CLV.

# **CHAPTER I: THE THEORETICAL FRAMEWORK**

# CHAPTER I : THE THORTICAL FRAMEWORK

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In recent decades, the concepts of Customer Relationship Management (CRM) and Customer Lifetime Value (CLV) have gained significant importance in the business world. The digital transformation and increased competition have pushed companies to focus not only on acquiring customers but also on retaining them and maximizing their long-term value. CRM has evolved from being a simple data storage system to a strategic tool for understanding customer behavior, preferences, and engagement. At the same time, CLV has emerged as a key performance metric, helping organizations identify high-value customers and allocate resources accordingly. In this chapter, we will examine the existing academic and professional literature related to CRM and CLV, and then present the conceptual framework that highlights their role in enhancing customer loyalty and business profitability.

## **Section 01: The literature review**

This chapter examines from various researchers and publications publications on Customer Relationship Management (CRM) and Customer Lifetime Value (CLV). This section aims to explore how these two concepts, now central to modern marketing strategies, contribute to enhancing customer loyalty, satisfaction, and long-term profitability. We will also explore their evolution over time, the tools and technologies associated with their implementation, and their overall impact on business performance, particularly in a competitive and increasingly digitalized market environment.

### **1.1 Customer Relationship Management (CRM)**

CRM is a strategic process aimed at developing long-term customer relationships by understanding individual customer needs and preferences. It involves various dimensions such as customer knowledge, satisfaction, loyalty, service personalization, and integrated communication.

(Lubis et al., 2020) examined CRM indicators—complaint resolution, customer orientation, empowerment, and knowledge—in Islamic banking. They found that all significantly influenced customer loyalty, with customer knowledge having the greatest impact. Similarly,(Al-Hazmi, 2021) explored CRM in the tourism industry in Saudi Arabia, confirming that understanding customer needs, building trust, and ongoing interaction lead to greater retention.

## CHAPTER I : THE THORTICAL FRAMEWORK

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(Almohaimmeed, n.d.; Suresh et al., 2024), focusing on Amazon customers, demonstrated that CRM significantly enhances satisfaction and loyalty. In the hotel sector, Chen (2024) emphasized that CRM driven by customer value theory improves service quality, loyalty, and competitive positioning, especially in luxury hospitality.

In the digital age, CRM has moved beyond traditional systems. Gil-Gomez et al. (2020) highlighted the role of CRM in promoting sustainable innovation, especially in SMEs, integrating sales, marketing, and service functions to promote environmental and social sustainability. (Almohaimmeed, n.d.) further demonstrated that analytical CRM indirectly improves satisfaction through its positive influence on strategic and operational CRM components in commercial banks.

The integration of CRM in entrepreneurial marketing was examined by Guerola-Navarro et al. (2022), who revealed that CRM enhances customer-centric innovation and enables data-driven decision-making. Likewise, (Suharto & Yuliansyah, 2023) found that CRM positively influences customer satisfaction and experience in Indonesian retail environments.

Lastly, Muhyiddin and Indrawati (2024) explored a personalized CRM program—“Surprise Program”—used by PT XYZ, demonstrating improved loyalty and satisfaction through tailored offers and behavioral segmentation.

### 1.2 Customer Lifetime Value (CLV)

CLV refers to the anticipated net profit from the entire future relationship with a customer. It is a key metric for guiding customer segmentation, resource allocation, and loyalty strategy.

Popa et al. (2021) emphasized CLV the growing importance of CLV in customer segmentation, profitability analysis, and retention strategies. However, they also noted the challenge of calculating CLV, suggesting more applied research is needed. (Cowan et al., 2023) addressed this challenge by using machine learning to improve CLV predictions in banking, achieving a 43% reduction in prediction errors.

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In the fast-food industry, (Dandis et al., 2023) demonstrated that satisfaction, trust, and commitment significantly influence CLV, while service quality is a strong predictor of relationship strength. Similarly, (Kvíčala et al., 2024) explored CLV in e-commerce and found that the number of transactions and session duration strongly influence CLV, whereas Facebook campaigns were less effective than Google.

In the Vietnamese telecom sector, (Binh et al., 2021) used survival analysis on 245,355 customer records to estimate CLV. They found that early-stage customer care significantly reduced churn and improved lifetime value. (Dachyar et al., 2019) further emphasized the value of CLV segmentation in the Indonesian fashion sector using RFM and K-means clustering, which allowed targeted loyalty strategies.

In the Algerian market, (Hamid & Kamel, 2021) found that functional, symbolic, experiential, and financial values significantly impact CLV among smartphone users, with experiential value having the strongest correlation.

Finally,(Mandal, 2023) presented strategic initiatives for managing CLV through engagement, service improvement, and loyalty programs. He emphasized the importance of CLV for profitability, customer equity, and brand loyalty.

### 1.3 The Link Between CRM and CLV

An increasing number of studies have sought to explain how CRM initiatives drive improvements in CLV. CRM systems provide the infrastructure to collect and analyze customer data, allowing firms to deliver personalized experiences that increase satisfaction and lifetime value.

(Aouad & Bouateria, 2024) proposed a conceptual model that connects CRM dimensions—segmentation, personalization, service quality, and loyalty programs—to CLV in service firms. Their study highlighted that tailored customer engagement strategies directly enhance CLV through improved satisfaction and retention. (Ali & Shabn, 2024) conducted a mixed-methods study showing that CLV is positively influenced by product alignment, loyalty programs, and

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personalized services—key outcomes of well-implemented CRM. Their research links strategic marketing with financial performance via CLV.

In Algeria, (Amel et al., 2021) demonstrated that CRM dimensions such as customer knowledge, satisfaction, and loyalty significantly contribute to competitive advantage. These same dimensions are known to support longer and more profitable customer relationships, thereby increasing CLV.

(Almohaimmeed, n.d.).Moreover, Muhyiddin and Indrawati (2024) showed that personalized CRM actions based on customer profiles and behavior such as surprise offers, create emotional engagement, which boosts loyalty and strengthens lifetime value.

CRM's role in improving customer value was also explored by Chen (2024), who found that segmentation, CRM system upgrades, and staff training were critical for enhancing customer experiences and revenue—key components of CLV. Similarly, Almohaimmeed (2021) noted that while analytical CRM doesn't directly affect satisfaction, it indirectly boosts CLV by strengthening operational CRM.

Finally, the insights from Guerola-Navarro et al. (2022) demonstrate that CRM not only supports entrepreneurial innovation but also drives long-term value creation through customer insight and loyalty-building strategies.

The literature clearly affirms that CRM and CLV are mutually reinforcing. CRM strategies such as personalized service, segmentation, complaint resolution, and loyalty programs play a vital role in enhancing CLV by increasing customer satisfaction, trust, and engagement. Meanwhile, CLV serves as a performance metric that guides CRM optimization and helps firms prioritize high-value customers.

Together, these concepts contribute to a comprehensive understanding of customer management, offering firms a pathway to sustainable profitability, customer loyalty, and long-term market competitiveness.

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**Table 1: the bibliometric review**

Year	Author	Theme	Objective	Methodology	Results
2019	M. Dachyar et al.	Loyalty Improvement of Indonesian Local Brand Fashion Customer Based on CLV Segmentation	Enhance customer loyalty using CLV segmentation.	K-means clustering, RFM analysis	Segmentation was found to enhance customer loyalty; further research should explore alternative segmentation methods.
2020	Adelina Lubis et al.	The Influence of CRM Indicators on Customer Loyalty of Sharia-Based Banking System	Assess CRM indicators' influence on loyalty in Islamic banking.	Quantitative survey (150), SPSS	All CRM indicators positively influenced loyalty; customer knowledge most impactful.
2020	Hermenegildo Gil-Gomez et al.	Customer Relationship Management: Digital Transformation and Sustainable Business Innovation	Explore CRM's role in sustainable innovation for SMEs.	Literature review, theoretical analysis	CRM boosts sustainability and innovation; lacks empirical data.
2020	Bader Almohaimmed	The Impact of Analytical CRM, Strategic CRM, Operational CRM and Customer Satisfaction	Examine impact of analytical CRM on strategy, operations, and satisfaction.	SEM on 150 managers	Indirect effect of analytical CRM via strategic/operational CRM on satisfaction.
2021	Ala' Omar Dandis et al.	Customer Lifetime Value: The Effect of	Study impact of relational benefits and	Survey (503), SPSS & SmartPLS	Satisfaction, trust, and commitment positively influenced CLV.

## CHAPTER I : THE THORTICAL FRAMEWORK

Year	Author	Theme	Objective	Methodology	Results
		Relational Benefits, Brand Experiences.	brand experience on CLV in fast food.		
2021	Tu Van Binh et al.	Measure of CLV Toward Market Segmentation Approach in the Telecommunication Sector	Estimate CLV using survival analysis for segmentation in telecom.	Survival analysis of 245,355 records	Early care reduces churn; segmentation matrix with LOS and CLV.
2021	Nabil Mohemmed Al-Hazmi	The Impact of CRM on Customer Retention in Travel and Tourism Organizations	Assess CRM's effect on retention in Saudi tourism sector.	Structured questionnaires, descriptive analysis	CRM enhances loyalty and trust; better communication strategies needed.
2021	Fechit Hamid & Mouloudj Kamel	The Impact of Customer Value Elements in Building CLV - Algeria	Explore customer value dimensions' effect on CLV among Algerian smartphone users.	Survey (153), descriptive/analytical method	All components influence CLV; experiential value highest.
2021	Adela-Laura Popa et al.	Investigating the Importance of Customer Lifetime Value in Modern Marketing - A Literature Review	Highlight CLV's role in loyalty, profitability, segmentation.	Content analysis of 130 articles	CLV central to retention and value; challenges although challenges in CLV measurement were identified.

## CHAPTER I : THE THORTICAL FRAMEWORK

Year	Author	Theme	Objective	Methodology	Results
2022	Vicente Guerola-Navarro et al.	CRM and its Impact on Entrepreneurial Marketing: A Literature Review	Examine CRM's role in entrepreneurial marketing and customer-centricity.	Semi-systematic review of 86 studies	CRM supports innovation, loyalty; literature-focused with need for empirical studies.
2023	Greig Cowan et al.	Modelling Customer Lifetime-Value in the Retail Banking Industry	Use machine learning to predict CLV more accurately in banking.	Machine learning models	43% improvement in CLV prediction accuracy.
2023	Suharto & Yuliansyah	The Influence of CRM and Customer Experience on Customer Satisfaction	Study CRM and experience impact on satisfaction in Indonesian retail.	SEM on 135 respondents	CRM and experience positively affect satisfaction; sample limitations.
2024	Chen Huimin	Application of Customer Value Theory in CRM in Luxury Hotels	Apply customer value theory to CRM in a luxury hotel in China.	Literature review, interviews, data analysis	CRM strengthens loyalty, brand, and competitive advantage.
2024	Nunna Suresh et al.	CRM – A Tool to Enhance Customer Satisfaction	Examine CRM impact on Amazon customer satisfaction.	Questionnaire (100), ANOVA & regression	CRM correlates positively with satisfaction; sample limited to Hyderabad and Amazon users.
2024	Nafez Ali & Osama Samih Shabn	Customer Lifetime Value (CLV) Insights for	Link CLV factors to financial	Mixed-method (transaction data + survey)	CLV linked to repeat purchases, customer

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Year	Author	Theme	Objective	Methodology	Results
		Strategic Marketing Success and Financial Impact	performance and strategy.		service, and loyalty rewards.
2024	A. Sya'ban Muhyiddin et al.	Optimizing CRM with Surprise Program: A Quantitative Approach	Explore impact of surprise-based CRM program at PT XYZ.	K-means clustering, behavior/demographic data	Segmentation insights improve loyalty; method limitations noted.
2024	Yousfi Aouad & Akram Bouateria	Évaluation de l'impact de la GRC sur la valeur à vie du client dans les entreprises de services	Propose a model linking CRM strategies to CLV in service firms.	Mixed method: qualitative + quantitative	CRM strategies (segmentation, loyalty, etc.) enhance retention and profitability.
2024	Daniel Kvičala et al.	The Impact of Online Purchase Behaviour on Customer Lifetime Value	Analyze post-COVID e-commerce purchase behaviors affecting CLV.	Multilevel statistical modeling across 4 e-shops	Transactions, session duration, and direct access improved CLV; Facebook ads had less impact.
2024	Mezaour Amel et al.	CRM Strategy and Competitive Advantage: Case of Local Development Bank (BDL), Algeria	Investigate CRM's effect on competitive advantage in Algerian bank.	Surveys with managers and customers, SPSS	CRM dimensions (trust, loyalty, etc.) improve organizational competitiveness.
2024	Indrawati & A. Sya'ban	Surprise Program Optimization in CRM	Improve CRM through personalized engagement	Behavioral segmentation, K-means clustering	Tailored content boosts satisfaction; limited clustering scope.

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Year	Author	Theme	Objective	Methodology	Results
			programs in telecom.		

**Source:** Self-compiled.

### Section 02: Conceptual Framework

#### 2.1 Definition of Customer Relationship Management:

Customer Relationship Management (CRM) refers to a comprehensive approach that integrates strategies, processes, and technologies to manage and analyze interactions with current and prospective customers. It aims to enhance organizational efficiency, optimize customer satisfaction, and foster long-term loyalty by systematically collecting, storing, and leveraging customer data. CRM systems enable businesses to streamline communication, personalize customer interactions, and make data-driven decisions, thereby enhancing operational performance and competitive advantage. Rooted in relationship marketing principles, CRM emphasizes the cultivation of meaningful, trust-based connections, ensuring that customer needs are met while aligning with organizational objectives such as increased sales, retention, and profitability. Throughout this research, we will use different definitions of customer relationship management. according to several authors :

- **According to (Buttle & Maklan, 2019):** CRM is the core business strategy that integrates internal processes and functions, and external networks, to create and deliver value to targeted customers at a profit. This definition stresses CRM as a strategic business function, not just a software or marketing tool. It integrates multiple departments—marketing, sales, customer service, and operations—to deliver consistent value to customers.
- **According to (Kotler & Keller, 2014):** CRM is the process of carefully managing detailed information about individual customers and all customer 'touch points' to maximize customer loyalty. Kotler and Keller view CRM primarily from a marketing perspective, emphasizing customer data management and the importance of managing

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every interaction or "touch point" a customer has with the company. The ultimate goal is building long-term customer loyalty.

- **According to (Peppers & Rogers, 2010):** CRM is about acquiring and keeping customers, learning about them, and forming individualized relationships. Peppers and Rogers emphasize the personalization aspect of CRM. Their approach is based on one-to-one marketing, focusing on building individual-level relationships rather than mass-market strategies
- **According to (Greenberg, 2009):** CRM is a philosophy and a business strategy, supported by a system and a technology, designed to improve human interactions in a business environment. Greenberg, a leading voice in Social CRM, broadens the definition to include social and digital interactions, seeing CRM as a people-first, relationship-focused approach powered by digital tools.
- **According to (Goldenberg, 2008) :** CRM is a business approach that integrates people, processes, and technology to maximize relationships with all customers. Goldenberg reinforces the idea that CRM is not just a software solution but a holistic business philosophy. He focuses on maximizing relationships and ensuring cross-departmental collaboration.
- **According to (Payne & Frow, 2005):** CRM is a strategic approach that is concerned with creating improved shareholder value through the development of appropriate relationships with key customers and customer segments. Payne and Frow propose a strategic and shareholder-focused view of CRM. They introduce a five-process framework (strategy development, value creation, multichannel integration, information management, and performance assessment) that aligns CRM with business value.
- **According to (Chen & Popovich, 2003):** CRM is a combination of people, processes, and technology that seeks to understand a company's customers. This definition highlights the triad of CRM components—people, process, and technology. The focus is on customer understanding, and how businesses use CRM to acquire, retain, and partner with customers to generate mutual value.

- **According to (Reichheld et al., n.d.):** CRM is the process of acquiring, retaining, and growing profitable customers by delivering superior customer value and satisfaction. Their work in Harvard Business Review warns about the "four perils of CRM" and how misuse or misunderstanding of CRM can backfire. Their definition focuses on profitability and customer satisfaction.

### **2.2 Typologies of Customer Relationship Management (CRM) :**

In the contemporary business environment, organizations increasingly rely on Customer Relationship Management (CRM) systems not only to manage interactions with current and potential customers but also to gain a strategic advantage. CRM systems are typically categorized into four main types: operational, analytical, collaborative, and strategic. Each type fulfills distinct objectives and functionalities that contribute to enhancing customer value and organizational performance.

#### **2.2.1 Operational CRM**

Operational CRM focuses on the automation and improvement of customer-facing processes such as sales, marketing, and customer service. Its primary aim is to streamline business operations by integrating front-office activities to deliver consistent customer experiences (Buttle & Maklan, 2015). This type of CRM typically includes modules such as Sales Force Automation (SFA), marketing automation, and service automation.

Operational CRM supports front-office business processes that directly interact with customers (Buttle & Maklan, 2015, p. 10).

#### **2.2.2 Analytical CRM**

Analytical CRM is centered on the systematic analysis of customer data to inform decision-making. It utilizes techniques such as data mining, customer segmentation, and predictive analytics to uncover patterns in customer behavior and forecast future trends (Iriana & Buttle, 2007). This enables firms to personalize marketing efforts, evaluate Customer Lifetime Value (CLV), and allocate resources more effectively.

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Analytical CRM focuses on the intelligent mining of customer-related data for strategic purposes (Iriana & Buttle, 2007, p. 24).

### **2.2.3 Collaborative CRM**

Collaborative CRM aims to enhance communication and coordination among internal departments (e.g., marketing, sales, and customer service) and with external stakeholders (e.g., suppliers and partners). It facilitates seamless information sharing across various touchpoints and ensures a unified customer view (Richards & Jones, 2008). This integration contributes to faster response times and improved customer satisfaction.

Collaborative CRM enables organizations to share information across functions and with external stakeholders to enhance customer service (Richards & Jones, 2008, p. 125).

### **2.2.4 Strategic CRM**

Strategic CRM adopts a long-term, customer-centric perspective, emphasizing the alignment of business strategies with customer needs and expectations. It seeks to build enduring customer relationships and maximize the customer's lifetime value through loyalty-building initiatives and value co-creation (Payne & Frow, 2005). This type of CRM is especially relevant in competitive markets where customer retention is a key performance driver.

Strategic CRM is focused on building long-term relationships with customers to increase their value over time (Payne & Frow, 2005, p. 168).

## **2.3 Key Objectives of Customer Relationship Management (CRM)**

Customer Relationship Management (CRM) represents a strategic approach that integrates people, processes, and technology to understand customer needs and build stronger relationships (Payne & Frow, 2005). In marketing, CRM plays a crucial role in aligning business objectives with customer expectations to foster trust, loyalty, and long-term value. Below are the core objectives of CRM, each explained as follows:

### **2.3.1 Enhancing Customer Satisfaction :**

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Customer satisfaction is not just an outcome ; it's a critical driver of loyalty, retention, and positive word-of-mouth. CRM systems allow companies to collect data from customer interactions, preferences, and feedback across different touchpoints (Kotler & Keller, 2016). This data enables the firm to deliver personalized services, anticipate needs, and resolve issues proactively.

For example, when a loyal customer contacts support, CRM systems provide the agent with their purchase history, previous complaints, and preferences—allowing for a more empathetic and tailored response. This approach reduces friction and makes the customer feel heard and valued.

A satisfied customer is more likely to return, spend more, and recommend the brand to others. According to Kotler and Keller (2016), “satisfaction reflects a person’s judgment of a product’s perceived performance in relation to expectations” (p. 144).

### **2.3.2 Improving Customer Retention and Loyalty :**

(Ryals, 2005)Customer retention refers to the ability of a company to keep its customers over time. CRM helps businesses identify at-risk customers, analyze reasons for dissatisfaction, and implement retention strategies such as loyalty programs, re-engagement campaigns, or personalized follow-ups (Reichheld & Sasser, 1990).

For instance, in a retail environment like Decathlon, CRM can be used to track a customer’s last purchase and send a follow-up offer or invite them to an exclusive event. Such efforts show appreciation and deepen the emotional connection between brand and customer.

Reichheld and Sasser (1990) found that increasing customer retention by 5% can lead to profit increases of 25% to 95%, underlining the financial importance of loyalty.

### **2.3.3 Targeted Marketing and Customer Segmentation :**

CRM allows for customer segmentation, which involves dividing the customer base into distinct groups based on shared characteristics such as demographics, behavior, purchase

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history, or psychographics (Buttle & Maklan, 2019). This segmentation enables marketers to craft tailored campaigns that resonate with each segment's preferences and needs.

For example, younger customers may respond better to social media promotions, while older segments may prefer email marketing. CRM tools ensure the right message is sent through the right channel, improving campaign performance.

Buttle and Maklan (2019) emphasize that “effective segmentation leads to better value propositions, communication, and customer experiences” (p. 117).

### **2.3.4 Increasing Customer Lifetime Value (CLV) :**

Customer Lifetime Value (CLV) is a metric that estimates the total revenue a customer will generate throughout their relationship with the business (Ryals, 2005). CRM increases CLV by supporting repeat purchases via up-selling and cross selling, cross-selling, and loyalty incentives.

A CRM system can, for example, recommend complementary products based on a customer's buying history. In marketing, this is known as behavioral targeting. For Decathlon, if a customer buys running shoes, the CRM can suggest socks or a smartwatch, thus increasing average order value.

(Ryals, 2005) argues that focusing on high-CLV customers allows businesses to allocate resources more efficiently, resulting in greater profitability and customer satisfaction.

### **2.3.5 Enhancing Communication and Customer Engagement :**

CRM facilitates consistent, personalized, and real-time communication across multiple platforms—email, social media, SMS, or in-store. It ensures every interaction builds upon the last, forming a continuous and coherent dialogue with the customer (Stone et al., 2000).

For instance, if a customer browses hiking gear online but doesn't purchase, the CRM can trigger a reminder email or personalized offer. This strategy re-engages the customer and increases the chance of conversion.

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Communication is no longer transactional but relational. As (Stone et al., 2000) explain, CRM enhances the “quality, speed, and relevance” of communication (p. 84).

### **2.3.6 Streamlining Sales and Marketing Processes :**

CRM tools automate many sales and marketing activities—like email scheduling, lead tracking, or customer follow-ups—leading to improved productivity and alignment between teams (Parvatiyar & Sheth, 2001). This allows businesses to focus more on strategy and creativity.

Sales teams benefit from having access to customer history and preferences, which helps them better prepare for meetings. Marketers use the same data to personalize campaigns and track customer journeys, ensuring consistent messaging.

According to Parvatiyar and Sheth (2001), CRM enables firms to integrate internal processes and align them with customer needs for superior performance (p. 5).

### **2.3.7 Generating Insights for Strategic Decision-Making :**

CRM systems produce a wealth of data that can be transformed into strategic insights. Businesses can track customer behavior, campaign success rates, buying patterns, and more—leading to better forecasting, product development, and segmentation (Payne & Frow, 2005).

For example, if CRM data shows that most customers drop off at the payment stage, marketers can investigate and improve that specific process. In the long term, such insights make organizations more agile and customer-focused.

(Payne & Frow, 2005) note that CRM analytics are crucial in enabling firms to understand customer profitability and design tailored service levels (p. 172).

## **2.4 Definition of Customer Lifetime Value (CLV):**

Customer Lifetime Value (CLV) is a critical metric in marketing and customer relationship management, representing the total financial contribution a customer makes to a company over the entire duration of their relationship. (Kumar & Reinartz, 2018) define CLV

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as “the present value of the future cash flows attributed to the customer relationship” (p. 57). This approach emphasizes the importance of forecasting not only current profits but also future revenues generated by each customer, discounted to present value.

Similarly,(Gupta et al.,2004) describe CLV as "a prediction of the net profit attributed to the entire future relationship with a customer" (p. 7), highlighting its role as a forward-looking indicator that helps businesses allocate resources and marketing efforts more effectively. According to (Rosenberg & Czepiel, 1984), CLV also reflects "the total worth to a business of a customer over the whole period of their relationship," underlining the long-term strategic importance of customer retention and loyalty for sustainable growth.

Understanding CLV enables firms to segment customers based on their value, prioritize high-value customers, and tailor CRM strategies to maximize profitability across the customer base. By focusing on lifetime value rather than short-term transactions, companies can develop more personalized and efficient marketing strategies, leading to stronger customer loyalty and competitive advantage.

The basic formula to calculate CLV is :

$$CLV = \sum (m_t \times r_t) / (1 + d)^t, \text{ for } t = 1 \text{ to } T$$

- **Average Purchase Value (APV):** total revenue ÷ number of purchases
- **Average Purchase Frequency (APF):** number of purchases ÷ number of unique customers
- **Average Customer Lifespan (ACL):** average number of years (or months) a customer continues to buy from the company

More formally, according to **Kumar and Reinartz (2018)**:

$$CLV = \sum_{t=0}^T \frac{m_t \times r_t}{(1 + d)^t}$$

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Where:

$m_t$  = **expected contribution margin** from the customer in time period  $t$

$r_t$  = **probability of customer being active (retained)** in time period  $t$

$d$  = **discount rate** (cost of capital or time value of money)

$T$  = **time horizon** (lifetime in periods)

### 2.5 Importance of Customer Lifetime Value (CLV) in Various Domains:

Customer Lifetime Value (CLV) is a crucial metric across multiple business domains, as it guides strategic decision-making related to marketing, customer relationship management, finance, and operations. In marketing, CLV helps firms allocate resources more efficiently by identifying high-value customers who generate the greatest profits over time (Kumar & Reinartz, 2018). This allows for targeted marketing efforts, personalization, and the optimization of customer acquisition costs. In the financial domain, CLV acts as a key performance indicator for valuing a company's customer base, contributing to more accurate financial forecasting and firm valuation (Gupta et al., 2004). From an operational perspective, understanding CLV can improve service delivery by prioritizing efforts toward customers who offer higher long-term value, thus enhancing customer satisfaction and loyalty (Rust et al., 2000).

Additionally, CLV is significant in strategic management, as it supports customer segmentation strategies and helps businesses focus on relationship-building initiatives rather than short-term sales goals (Blattberg et al., 2001). In digital business and e-commerce environments, CLV models are used to predict future revenues and design retention programs to minimize churn rates (Fader, 2012). Overall, CLV serves as a foundation for creating customer-centric business models that drive sustainable growth and competitive advantage across industries.

### 2.6 Benefits of Customer Lifetime Value (CLV) in CRM :

Customer Lifetime Value (CLV) offers multiple strategic and operational benefits for companies implementing Customer Relationship Management (CRM) systems. First, CLV provides a **long-term view of customer profitability**, allowing businesses to move beyond short-term transactional metrics and focus on maximizing the entire customer relationship

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(Kumar & Reinartz, 2018).By identifying high-value customers, firms can implement targeted marketing strategies, offering personalized promotions, loyalty programs, and premium services to retain the most profitable segments (Blattberg et al., 2001).Second, CLV enables better resource allocation: instead of spending equally on all customers, companies can concentrate resources on individuals or groups likely to generate the greatest returns, thereby improving marketing efficiency and customer service effectiveness (Gupta & Zeithaml, 2006).

Third, CLV is crucial for predicting customer churn and behavior. Customers showing declining value over time can be flagged within CRM systems, enabling proactive retention strategies such as personalized re-engagement campaigns (Rust et al., 2000). Fourth, incorporating CLV into CRM analytics helps in customer acquisition decisions; businesses can calculate the maximum allowable acquisition cost per customer based on predicted future revenues, ensuring that marketing investments are sustainable (Gupta & Lehmann, 2003). Fifth, CLV supports financial forecasting and company valuation, since investors increasingly view customer portfolios and their lifetime value as critical indicators of a firm's future performance (Fader, 2012). Finally, CLV fosters a customer-centric organizational culture, shifting the business mindset from product-focused to relationship-focused strategies, which is essential for maintaining a competitive advantage in dynamic markets (Kumar & Reinartz, 2018).

<b>Benefit</b>	<b>Description</b>	<b>Reference</b>
<b>Targeted Marketing Strategies</b>	Enables personalization by focusing marketing efforts on high-value customers.	Kumar & Reinartz (2018)
<b>Efficient Resource Allocation</b>	Helps allocate sales, service, and marketing budgets more effectively.	Gupta & Zeithaml (2006)
<b>Customer Retention and Churn Prediction</b>	Identifies customers at risk of leaving, allowing proactive retention actions.	Rust, Zeithaml, & Lemon (2000)
<b>Optimized Customer Acquisition Costs</b>	Assists in setting maximum acquisition spending based on future expected returns.	Gupta & Lehmann (2003)
<b>Improved Financial Forecasting</b>	CLV data enhances revenue projections and firm valuation models.	Fader (2012)

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<b>Benefit</b>	<b>Description</b>	<b>Reference</b>
<b>Promotes Customer-Centric Culture</b>	Shifts the company's focus from short-term transactions to long-term relationships.	Blattberg, Getz, & Thomas (2001)

### **3.1 The Role of Customer Lifetime Value (CLV) :**

Customer Lifetime Value (CLV) plays a critical role in CRM strategies, by offering measurable insights into the long-term financial value of each customer. Rather than treating all customers equally, CLV enables companies to identify and prioritize high-value customers, ensuring that marketing efforts, service initiatives, and retention strategies are aligned with profitability objectives (Kumar & Reinartz, 2018). Furthermore, CLV serves as a key performance indicator that guides investment decisions in customer acquisition and retention, supports personalized customer experiences, and enhances financial forecasting accuracy (Gupta et al., 2004). Ultimately, CLV encourages businesses to focus on the long-term value of key customer segments (Rust et al., 2000).

### **2.7 Factors Influencing Customer Lifetime Value :**

Customer Lifetime Value is a pivotal metric in marketing and customer relationship management, represents the total expected profit a business can generate from a customer throughout their entire relationship (Dwyer, 1997). Understanding the factors that influence CLV is crucial for businesses to optimize their strategies for customer acquisition, retention, and overall profitability (Gupta & Hanssens, 2006).

### 2.7.1 Customer Profitability and Revenue Streams:

- **Purchase Frequency:** is considered a key variable influencing CLV , how often a customer transacts with the business. Higher purchase frequency directly translates to increased revenue over the customer's lifetime (Berger & Nasr, 1998).
- **Average Purchase Value (APV):** The amount of money a customer spends in each transaction significantly impacts their CLV. Strategies aimed at increasing the APV, such as upselling and cross-selling, can enhance CLV (Hogan et al., 2003).
- **Customer Lifespan:** The duration of a customer's relationship with the company is a critical factor. Higher customer retention rates directly correlate with increased CLV, as the business continues to generate revenue from loyal customers over a longer period (Reichheld, 1996). Conversely, customer attrition can significantly reduce CLV over time.
- **Profit Margin:** The profitability of the products or services purchased by a customer directly influences the net value contributed to their CLV. Customers who purchase higher-margin items or services contribute more to the bottom line over their lifetime (Rust et al., 2004).

### 2. Customer Relationship Dynamics:

- **Customer Satisfaction:** High levels of customer satisfaction are strongly linked to increased customer loyalty and retention, which are key drivers of CLV. Satisfied customers are more likely to make repeat purchases and have longer relationships with the company (Anderson et al., 1994).
- **Customer Loyalty:** Loyal customers exhibit repeat purchase behavior and are often less price-sensitive, contributing significantly to CLV. Loyalty programs and relationship marketing efforts can foster customer loyalty (Oliver, 1999).
- **Customer Engagement:** Customers who actively engage with a brand through various touchpoints (e.g., social media, feedback, participation in events) often demonstrate stronger loyalty and higher CLV (Kumar et al., 2008).
- **Trust and Commitment:** In service-oriented industries, trust and commitment play a vital role in building long-term customer relationships and enhancing CLV (Dwyer et al., 1987).

### 2.7.2 Marketing and Customer Management Strategies:

- **Customer Acquisition Cost (CAC):** Although CAC is not part of the CLV formula, it critically influences its profitability interpretation, the cost of acquiring a customer significantly impacts the net CLV. A lower CAC relative to CLV indicates more profitable customer relationships (Blattberg et al., 2001).
- **Customer Relationship Management (CRM):** Effective CRM strategies enable businesses to understand customer needs, personalize interactions, and build stronger relationships, ultimately increasing CLV (Reinartz et al., 2004).
- **Service Quality:** Delivering high-quality service enhances customer satisfaction and loyalty, by increasing satisfaction, reducing churn, and strengthening loyalty (Zeithaml et al., 1996).
- **Personalization (based on behavior) vs. customization (user-driven):** Tailoring products, services, and communication to individual customer preferences can increase engagement, satisfaction, and ultimately, CLV (Pine & Gilmore, 1999).

In conclusion, Customer Lifetime Value is a metric shaped by specific customer behaviors, interaction patterns, and managerial strategies. By understanding and effectively managing these factors, businesses can cultivate more valuable customer relationships and drive long-term revenue and profitability through optimized customer management.

**CHAPTER II: ORGANIZATIONAL  
CONTEXT AND  
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## CHAPTER II : ORAGANIZATIONAL CONTEXT AND METHODOLOGICAL FRAMEWORK

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In this chapter, we will examine the organizational context of our research field. We will also describe the research methods, data collection tools and samples used to achieve our objectives and answer the research questions.

### Section 1: The Organizational Context

The aim of this section is to provide an overview of the host organization by detailing its organizational chart and the products it offers.

#### 1.1 Presentation of the company:

**Decathlon El Djazair** is the Algerian branch of the French sports retail company Decathlon, which specializes in the distribution of sporting goods. Present in Algeria since June 2019, the company opened its first store at the Bab Ezzouar shopping center in Algiers. Its main goal is to make sports accessible to as many people as possible in Algeria. Since then, Decathlon has expanded its presence to major cities such as Oran (2020), El Mohammedia(2021),Constantine(2021), Chéraga(2022), Blida(2022) while also launching an e-commerce 2020 platform through [www.decathlon.com.dz](http://www.decathlon.com.dz), making sports products available nationwide.

The company offers a wide range of products covering over 55 sports disciplines, from football and cycling to water sports and fitness. In addition to retail, Decathlon El Djazair provides services like equipment repair, rental, and customization. To better serve its customers, the company has also introduced home delivery and click & collect services.

With over 350 employees across Algeria, Decathlon El Djazair focuses on a young, dynamic, and sport-passionate workforce. The company invests in training and local recruitment, promoting a corporate culture built around commitment, innovation, teamwork, and a shared love for sports.

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**Figure 2: Some statistics about Decathlon El Djazair.**



Decathlon El Djazair has become a key player in Algeria’s sports sector. Through its accessible business model, local production efforts, and digital services, it supports economic and social development while promoting sports practice at all levels.

**Table 2: Material safety data sheet for Decathlon El-Djazair.**

<b>Legal form</b>	Decathlon El-Djazair is a limited liability company (SARL)
<b>Share capital</b>	350 200 000,00 DZD
<b>Turnover (Decathlon worldwide)</b>	€15.4 billion (2022)
<b>Legal name</b>	Decathlon El-Djazair
<b>Registered Office Address</b>	Lot 43, N°, Algiers Business District, Shopping Center, 4th Floor, North Tower N°420, Bab Ezzouar, Algiers, Algeria

### 1.2 Decathlon’s Values:

In an interview in 2022, Michel Leclercq explained how the DECATHLON values came about: "I had read a book, *Le prix de l'excellence*, which ended with the idea that the great companies that had succeeded had certain characteristics, including having a why, having a meaning that was easily stated and that everyone knew.

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The team and I went to Mont Saint Aubert, behind Tournai, in Belgium, to think about this, 10 or 15 years after DECATHLON was founded. At the time, there was a meeting room there with a beautiful view. I like to have meetings when you can see far away: it gives you a height of view, a sense of perspective when you're taking a break. At Mont Saint Aubert, you can see the city of Tournai, but at Mont des Cats, at Mont Cassel, you can see the mine slag heaps... it encourages you to look up. So we worked on the reasons for DECATHLON. Everyone put words on paper. We then grouped these words by affinity and came up with a title. And we came up with a title for them. There was sport, fitness, running... which translated into VITALITY. There was truth, in that order. Brotherhood. And responsibility. Then we gradually changed them, and at one point we had just two. In between, we also changed 'true' to 'sincere'. Truth is a statement. And a truth is often relative: what is true for one person is not necessarily true for another... So what is sincere, or authentic, says something else. For me, the two most important values are Generous and Responsible, the most original in the capitalist system. This "and" is important."

It is important to note that these values are consistently applied in all Decathlon stores worldwide, including **Decathlon El Djazair**. The commitment to **vitality**, **responsibility**, **authenticity**, and **generosity** remains central to the company's mission and operations, both globally and locally.

### 1. Vitality :

It's life itself. It's about thinking positively and being full of energy. Being bold, enterprising, adaptable and prepared to change if necessary. Vitality is about having a positive and energetic mindset. It means being enthusiastic, motivated, and dynamic. At Decathlon, vitality encourages initiative, adaptability, and the drive to continuously learn and improve. Team members are expected to bring their energy into everything they do, helping create an inspiring and active environment.

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### **2. Responsibility :**

Taking responsibility for ourselves and playing an active role in our lives. We clearly say what we will do and do what we say. Responsibility at Decathlon means being accountable for one's actions and their consequences. It reflects a sense of ownership, independence, and integrity. Employees are encouraged to make decisions, take initiative, and fully engage with the social, environmental, and economic impact of their work.

### **3. Authenticity :**

Authenticity about being honest with ourselves and others. We dare to be ourselves. It is about being true to oneself and acting with sincerity and transparency. Decathlon values open and honest communication and encourages respectful, genuine relationships with both colleagues and customers. Being authentic helps to build long-lasting trust within the company and with its community.

### **4. Generosity :**

It's about doing things from the heart and making ourselves available to others. We are team players and help out when necessary. Generosity reflects a spirit of sharing, kindness, and teamwork. It's about working with the heart, supporting others, and contributing to the well-being of both individuals and the team. At Decathlon, generosity fosters a human-centered culture and a strong sense of solidarity across all roles and functions.

At Decathlon El Djazair, these core values guide how the team interacts with customers, develops products, and contributes to the local community, ensuring that the spirit of Decathlon resonates strongly in Algeria. Whether in product quality, customer service, or sustainability efforts, these values shape Decathlon's approach in the Algerian market as much as they do in other countries.

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### 1.2.1 Missions of Decathlon:

Decathlon's global mission is clear:

**" Move people through the wonders of sports ."**

This mission drives Decathlon's approach to its work worldwide, and the same principles are applied in **Decathlon El Djazair**.

Mission Breakdown:

- **Making sports affordable and accessible:**  
Decathlon El Djazair works to offer high-quality sporting goods at **affordable prices**, ensuring that **all Algerians**, regardless of age, gender, or income level, can enjoy sports.
- **Supporting local production and economy:**  
Through its partnership with the textile company **Tayal**, Decathlon El Djazair has launched the "**Made in Bladi**" label, aiming to produce sportswear locally. This helps reduce imports, support local industry, and create jobs in Algeria.
- **Creating job opportunities for Algerian youth:((addition))**  
With more than **350 local employees**, Decathlon El Djazair actively recruits and trains young, passionate sports enthusiasts across the country, contributing to the fight against unemployment.
- **Promoting a culture of sport:**  
The company organizes local events, supports sports communities, and encourages everyday Algerians to discover and practice new sports—especially in regions where access to facilities and equipment is limited.
- **Being responsible and sustainable:**  
Decathlon El Djazair applies the group's environmental goals by promoting **eco-designed products, reducing packaging**, and encouraging responsible consumption, aligned with Algeria's growing focus on sustainability.

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### 1.2.2 .Objectives of Decathlon El Djazair :

Decathlon El Djazair, like any company, is in pursuit of objectives such as:

- **Place the Customer at the Heart of the Experience :**

At Decathlon El Djazair, customer satisfaction is a **central pillar** of the company's strategy. The objective is not only to sell sporting goods, but to **build a long-term relationship of trust** with every customer, through **quality, accessibility, service, and support**. Customers in Algeria benefit from the same policies as in other countries, including:

- **30-day return or exchange policy**
- The possibility to **test products before buying** during in-store events

Decathlon El Djazair has developed a strong **customer care structure**, both online and in-store. Their teams are trained to be **listening, helpful, and sport-oriented**, offering advice and product guidance based on real user needs. Decathlon actively collects **customer reviews and suggestions** on its website and in stores. Feedback is used to **improve product quality**, adapt **stock availability**, and **refine services**.

- **Expand Physical Presence Across Algeria:**

One of the primary objectives of Decathlon El Djazair is to extend its network of retail stores across multiple Algerian cities. Since the launch of its **first store in Bab Ezzouar (Algiers) in June 2019**, the brand has opened stores in **Oran, Constantine, Chéraga, Blida, and El Mohammédia**, making sports more accessible to people throughout the country.

- **Strengthen E-Commerce and Digital Services:**

To reach customers beyond its physical locations, Decathlon launched its **e-commerce platform in March 2020**. The platform allows Algerians to **shop online**, benefit from **home delivery**, and use services like **Click & Collect**. This objective supports Decathlon's mission of accessibility by leveraging digital solutions.

## CHAPTER II : ORAGANIZATIONAL CONTEXT AND METHODOLOGICAL FRAMEWORK

- **Encouraging Environmental Responsibility:**

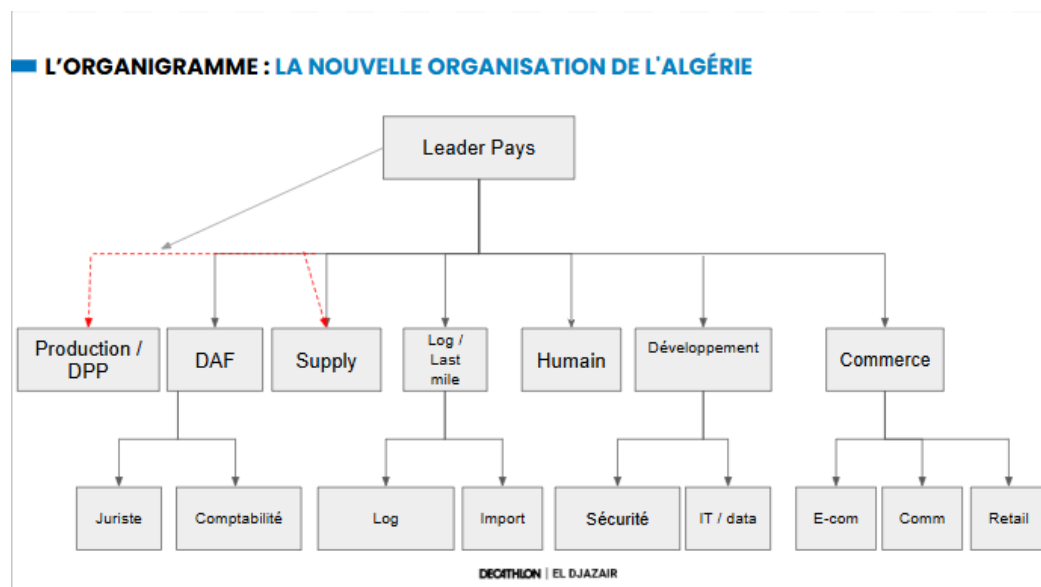
Decathlon El Djazair integrates eco-design principles into its product strategy. It also organizes environmental awareness initiatives like "Plog Warrior", an event combining jogging with litter collection. These initiatives aim to foster civic engagement and promote sustainable development in Algeria..

- **Develop Local Talent and Employment :**

Another key objective is the development of human capital. Decathlon El Djazair employs more than 350 Algerians, focusing on young people passionate about sports. The company provides continuous training, career development opportunities, and encourages internal promotion, empowering local talent and contributing to the national economy.

Through these objectives, Decathlon El Djazair contributes not only to the promotion of sports in Algeria, but also to economic development, digital transformation, and environmental responsibility—fully aligned with the company’s international mission.

**Figure 3: The organizational and functional structure**



Source: Internal document.

## **CHAPTER II : ORAGANIZATIONAL CONTEXT AND METHODOLOGICAL FRAMEWORK**

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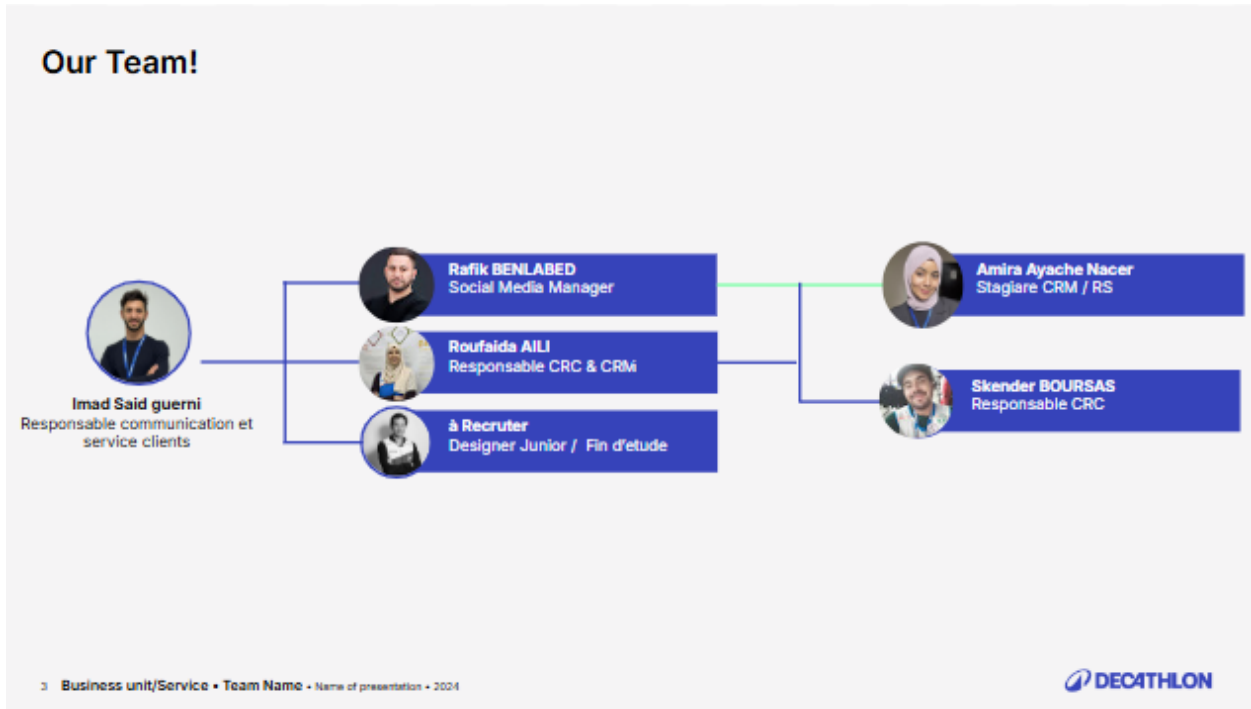
Based on the organizational chart and the departments present in the company, our study this study focuses on the Communication, as it encompasses Customer Service and manages customer relationships.

### **1.3 Communication Department:**

This department plays a key role in how Decathlon El Djazair interacts with its customers, builds loyalty, and communicates its values. customer satisfaction and experience are closely tied to the company's communication effectiveness and responds to client needs, it makes this department particularly relevant for our analysis.

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Figure 4: The communication Department



Source: Internal document.

### 1.3.1 Communication Departement Vision:

Organizational vision outlines the desired future positioning of the company in the market in 5, 10, 15, or 20 years' time. It is a goal state embodying a long-term ambition of where an organization would like to be in the future relative to its competitors. Organizational vision is normally expressed through a simple one-line vision statement. These types of statement offer a strategic attainment goal that may be somewhat ideal or normative relative to real-world constraints, but offers inspiration to the organization to overcome barriers in a concerted effort. In that respect, vision statements are key drivers of organizational innovation, the commitment and motivation of employees, effectiveness, and success in the competitive arena.

What is the origin of organizational vision? Although vision statements may originate with key founders or visionary leaders, many scholars view vision as originating from organizational culture.

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The department's vision is to develop a sustainable and high-performing customer relationship by recruiting new customers, identifying each contact throughout their journey, and creating reliable and trust-based experiences.

### 1.3.2 Objectives of the Communication Department :

Decathlon's communication department operates under a clear framework defined by the principle "*Qui anime quoi?*" (Who manages what?). The primary objectives are threefold:

- **Attract (Attirer):** Drawing in new customers through engaging content and strategic campaigns.
- **Convert (Convertir):** Turning prospects into active buyers via targeted marketing and personalized offers.
- **Retain (Faire revenir):** Encouraging repeat purchases and building long-term loyalty.

As for the objectives of this department, they vary from year to year depending on the overall goal to be achieved. For this year, the main objectives expected to be accomplished by December 2025 are as follows :

- Strengthen our Ship From Store (SFS) promise
- Recruit new customers
- Increase identification
- Accelerate our responses on social media
- Achieve a Net Promoter Score (NPS) above 50 on Medallia
- Generate more than €1 million via newsletters.

### How Decathlon lead and support the teams on : NV3

- Optimizing the preparation and processing of orders to ensure fast and reliable deliveries, while reducing errors and cancellations.
- Accelerating customer recruitment by simplifying registration and developing targeted acquisition campaigns. (by implementing "Download the app" displays in all stores).

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- Improving customer identification (support the Local Sales and Customer Experts (LSEC) and daily follow-up)
- A reactive management of customer service on social media to ensure qualitative and rapid responses, thereby improving customer experience and satisfaction.
- An ultra-personalized CRM communication strategy with segmented newsletters and engaging SMS campaigns (excluding operational costs, commercial actions, and product launches).
- Weekly meetings to track KPIs and commitment.

Leader department help and support the Local Sales and Customer Experts (LSEC) & Store Managers (LM) in improving the sports culture through the promotion of sport:

- Building a schedule of sports activities (Events, Decathlon activities, partnerships, and off-site events) according to the area of influence.
- Promoting physical activity and sport: events, sports experiences, workshops.

### 1.3.3 Responsibilities of Decathlon el Djazaire communication department :

The communication team undertakes several core tasks aimed at achieving the above objectives:

- **Content Creation and Social Media Management:** Developing creative content and managing social media platforms to enhance brand visibility and engagement.
- **Moderation:** Overseeing advertisements, traffic generation, and implementing social media strategies to ensure consistency and relevance.
- **Customer Relationship Management (CRM):** Managing various CRM functions, including:
  - Customer identification and recruitment.
  - Collecting customer feedback through Medalia.
  - Preparing newsletters and campaigns.
  - Handling customer service issues and managing satisfaction surveys (SFS).

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### 1.3.4 Tools for Monitoring Communication Performance:

#### Dashboard Focus Areas

The department's dashboard emphasizes key performance areas, which include:

- **OPT-IN Rates:** Tracking customer consent for receiving communications.
- **Net Promoter Score (NPS):** Measuring customer satisfaction and loyalty.
- **A/B Testing:** Testing different marketing strategies to identify the most effective approaches.
- **Commercial Operations (Les OPECO):** Monitoring and managing ongoing marketing operations.

#### Foundational Elements

The department's operations are grounded in two main pillars:

- **Advertisements (ADS):** Strategic ad placements to drive traffic and conversions.
- **Traffic:** Ensuring a steady flow of visitors both online and offline.

### 1.3.5 Data Collection and CRM Tools

Decathlon uses Salesforce Cloud as its main CRM tool. Data is collected from multiple sources to create a holistic view of the customer, including:

- **Customer Accounts:** Information provided during account creation.
- **In-store Purchases:** Data collected at the point of sale.
- **Online Purchases:** Transactions made via the website and mobile app.

### 1.3.6 Key Performance Indicators (KPIs) for CRM

To measure the success of its CRM strategies, Decathlon focuses on the following KPIs:

- **Acquisition of New Customers:** Both digital and in-store recruitment.
- **Growth in Total Customer Base:** Increasing the overall number of customers.

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- **Improvement in Customer Identification and Recruitment Rates:** Enhancing the ability to identify and onboard new clients.

### 1.3.7 Customer Service and Complaint Management

Customer satisfaction remains the primary performance objective of the communication strategy. Decathlon categorizes its customers into two types:

- **Inactive Customers:** Those who have not engaged with the brand for an extended period.
- **Churned Customers:** Former customers who have ceased purchasing.

The complaint resolution process includes:

1. **Receiving Complaints:** This includes feedback received through comments, customer service emails, and Medallia reports.
2. **Order Verification:** Collecting the order number from the customer.
3. **Problem Identification:** Investigating the issue via internal systems.
4. **Resolution:** Offering solutions such as refunds or replacement products, depending on the nature of the problem.

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### 5 strategic pillars for 2026



**Source:** Internal document.

Decathlon's communication and CRM strategies are meticulously designed to attract, convert, and retain customers while prioritizing their satisfaction. Through structured processes, innovative tools, and data-driven insights, the company effectively manages customer interactions and continuously works to enhance the overall customer experience.

### Section 2: Research Data and Methods

This section presents the methodological framework adopted to conduct this research and achieve its stated objectives. We will present the data collection instruments, as well as the analysis instruments used.

#### 2.1 Epistemological Positioning:

According to Soler (2000), epistemology fundamentally aims to assess the value of existing sciences by forming a judgment of their validity, particularly in selecting scientific research that should be capable of establishing a hypothesis of certain and genuinely justified knowledge (Soler, 2000, as cited in Er Rays, Ait Lemqeddem, & Ezzahiri, 2022). Epistemology

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is defined as “the study of the constitution of valid knowledge” (Thiéart, Allard-Poesi, Ango, Baumard, et al., 2014).

This research adopts a **positivist epistemological stance** based on a hypothetico-deductive approach, it is based on the belief that reality exists independently and can be measured through observation and data. Using a hypothetico-deductive method, the researcher begins with a theory, forms a hypothesis, and then tests it through experiments or data analysis. This helps to confirm or reject the hypothesis using clear, measurable evidence. The goal is to find general laws or explanations that can be applied to similar situations, making this approach suitable for studies that aim to explain or predict outcomes. which involves clarifying research problems through the formulation of hypotheses, testing their validity, and drawing conclusions accordingly (Gavard-Perret, Gotteland, Haon, & Jolibert, 2008).

### **2.2 Methodological Approach:**

To ensure the reliability and rigor of this research and to effectively address its objectives, We adopted a quantitative approach as the most suitable. This approach is consistent with a positivist epistemological perspective rooted in a hypothetico-deductive logic. Quantitative research aims to objectively test theories by examining the relationships between variables, using measurement tools that allow for the collection of numerical data, which can then be analyzed through statistical techniques (Creswell & Creswell, 2018).

In this study, the quantitative method facilitates a clear understanding of how CRM strategies influence Customer Lifetime Value (CLV) within the specific context of Decathlon EL Djazaire. By employing a structured questionnaire distributed to a selected sample that reflect the perceptions and behaviors of Decathlon’s customers regarding CRM initiatives.

The final report follows a structured framework comprising an introduction, literature review, methodology, results, and discussion. This systematic approach ensures clarity and coherence in presenting the research findings. As Creswell and Creswell (2018) emphasize, positivist assumptions are traditionally aligned with quantitative research, where hypotheses are

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tested a priori, bias is minimized, alternative explanations are controlled, and findings are designed to be generalizable and replicable.

The nature of the research question, which investigates the impact of CRM strategies on customer loyalty and long-term value, naturally calls for a quantitative method to provide robust, empirical evidence. This approach strengthens the validity of the study's conclusions and contributes actionable insights for the enhancement of CRM practices in retail environments.

### **2.2.1 Data collection and data analysis:**

To effectively address our research question, we have decided to apply rigorous methods in order to obtain reliable results.

### **2.2.2 Research and Documentary Analysis :**

Documentary research plays a crucial role in gathering a broad range of resources related to the research topic, allowing the researcher to collect valuable information that enhances the understanding of the subject at hand (N'Da, 2015). This type of research is instrumental in shaping theoretical questions, developing frameworks, reviewing existing literature, and interpreting the findings of a study. By engaging in documentary research, we obtain the necessary materials to explain or comprehend a phenomenon, while literature searches offer essential background knowledge in the chosen field (N'Da, 2015).

For our literature review, we began by exploring various scientific articles through online platforms such as SNDL, Cairn, Google Scholar, and ResearchGate. These resources provided a solid foundation for our theoretical framework. To further enrich our research, especially the conceptual framework, we also turned to several digital books available on platforms like PDF Drive and Scholarvox, as well as works accessible in our school library.

### **2.2.3 The questionnaire survey:**

Questionnaires are widely recognized as one of the most effective tools for collecting data in quantitative research, particularly for conducting large-scale surveys. They enable researchers to gather substantial amounts of information from a broad sample of respondents in a structured

## **CHAPTER II : ORAGANIZATIONAL CONTEXT AND METHODOLOGICAL FRAMEWORK**

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and efficient manner. Unlike open-ended interviews, questionnaires capture responses using predefined options, which allows for easier data analysis and enhances the comparability of results. However, as Thietart, Allard-Poesi, Ango, Baumard, et al. (2014) point out, the reliability and validity of this tool are highly dependent on the rigor applied throughout its design and administration. Careful attention to question formulation and survey management is essential to ensure the accuracy and relevance of the collected data.

### **2.3 Sampling**

In this section, we will provide details about the study population, the sampling method used, and the sample size.

#### **2.3.1 Study population :**

The population is defined as a group of individuals (human or otherwise), that is, a set of basic units (for example, a person, a group, a city, or a country) sharing common characteristics that meet specific criteria (N'Da, 2015). Very often, it is neither possible nor necessary to study the entire population to draw reliable conclusions. It is therefore common practice to collect information from a representative sample in order to generalize the results to the whole population (N'Da, 2015).

The target population consists of customers of Decathlon Algeria. To maximize participation and facilitate data collection, the questionnaire was distributed via QR codes displayed in-store, allowing customers to easily access it via their smartphones. This distribution took place at the Bab Ezzouar and Ardis stores. This approach was also motivated by recommendations from my supervisors at Decathlon, who emphasized that the majority of customers are more comfortable with the French language; therefore, the questionnaire was written and distributed in French.

#### **2.3.2 Sampling Method and Population size:**

In the case of our study, we targeted a representative sample of the population. To do this, we developed a survey questionnaire via the Google Forms tool and then distributed it at Decathlon's Bab Ezzouar and Marina Mall. The sample size formula for a known (finite)

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population—an adjusted version of Cochran’s formula— Cochran, W. G. (1977) was used to fit cases where the population size is known, such as 697,000 in this study. To calculate the appropriate sample size, three key parameters must be defined: the confidence level (typically 95%), the acceptable margin of error (e.g.,  $\pm 5\%$ ), and the estimated proportion of the attribute under study. If the proportion is unknown, 50% (i.e., 0.5) is commonly used, as it yields the largest required sample size. In such cases, the adjusted Cochran's formula is applied as follows:

$$n = \frac{Z^2 \cdot p \cdot (1-p)}{e^2} \cdot \frac{N}{N-1 + \frac{Z^2 \cdot p \cdot (1-p)}{e^2}}$$

### Where:

- $n$  is the required sample size
- $Z$  is the z-value (e.g., 1.96 for a 95% confidence level)
- $p$  is the estimated proportion (0.5)
- $e$  is the desired margin of error (0.05)
- $N$  is the population size (697,000)

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**In this study's case:**

- $N = 697,000$
- $Z = 1.96$
- $e = 0.05$
- $p = 0.5$

Based on these parameters, the calculated sample size was 384 respondents.

Initially, the survey was made available to approximately 400 potential respondents—customers of Decathlon Algeria. After the data collection period, 384 completed questionnaires were received and considered for analysis.

### **2.4 Practical arrangements for the survey:**

In this section, we explain the duration and period during which the survey was conducted, as well as the parts of the questionnaire. The questionnaire aimed to evaluate the impact of CRM strategies on Customer Lifetime Value (CLV) at Decathlon El Djazaire.

#### **2.4.1 The Questionnaire and period of investigation:**

The questionnaire was developed based on CRM literature to measure its impact on Customer Lifetime Value (CLV) required conducting a literature review to identify reliable measurement scales for assessing the key variables related to CRM. This research questionnaire was carefully designed to align with the objectives of the study. It is divided into four main parts: (1) General Information, (2) Customer Relationship, (3) Loyalty and Customer Value. Our survey was conducted from April 27, 2025 to May 11, 2025.

#### **2.4.2 Data Analysis Methods:**

In this study, several statistical methods , we applied descriptive and inferential statistical methods and the data collected through the questionnaire concerning the impact of Customer Relationship Management (CRM) strategies on Customer Lifetime Value (CLV) at Decathlon.

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### **• Frequencies and Percentages**

Frequencies and percentages were used to describe the respondents' demographic characteristics (such as age, gender, and profession) and their consumption behaviors (such as relationship duration with Decathlon, purchase frequency, and average spending). This step provided a general overview of the sample distribution and helped in identifying the key characteristics of the customer base.

### **• Arithmetic Mean**

The arithmetic mean was used to assess the general level of agreement with statements related to customer relationship quality, loyalty, and value. This allowed the identification of the most and least appreciated aspects of Decathlon's CRM practices based on customer perceptions.

### **• Standard Deviation**

Standard deviation was calculated to understand the variability in customer responses. It indicated whether customer opinions were generally consistent or dispersed, providing insight into areas where perceptions might differ across the customer base.

### **• Cronbach's Alpha Coefficient**

Reliability analysis was conducted to verify the internal consistency of the measurement scales used in the questionnaire. This step ensured that the items used to measure CRM quality and customer loyalty were statistically reliable (Cronbach's  $\alpha \geq 0.7$ ) and suitable for further analysis.

### **• Normality Tests (Kolmogorov-Smirnov and Shapiro-Wilk)**

Normality tests were performed to examine whether the data followed a normal distribution. The results indicated the need to use parametric statistical methods to ensure valid and appropriate data analysis given the characteristics of the collected responses. Given the non-normal distribution of data, non-parametric methods were applied.

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- **Pearson Correlation Coefficient**

Correlation analysis was applied to explore the relationships between CRM strategies, customer loyalty, and Customer Lifetime Value. This method helped in identifying the strength and direction of these relationships, providing valuable insights into how CRM initiatives are linked to customer behaviors and perceptions.

- **Simple and Multiple Linear Regression**

Regression analyses, including both simple and multiple linear regression, were carried out to evaluate the impact of CRM strategies on Customer Lifetime Value. These models allowed for the identification of which CRM dimensions most strongly influence customer loyalty and value. By analyzing the individual and combined effects of CRM components, the study was able to validate its hypotheses regarding the strategic importance of CRM personalization and customer engagement.

# **CHAPTER III: RESULTS AND DISCUSSION**

### Section 1: Presentation and Analysis of Results

After presenting the methodology used in the study, the analysis of the results obtained using SPSS software is presented, utilizing data collected from the online-distributed questionnaire. These results are then interpreted to either confirm or refute the hypotheses.

#### 1.1 Reliability Statistics:

Before analyzing the customer data, we present the reliability statistics table, which provides the Reliability Coefficient results (Cronbach's Alpha) measuring reliability between variables. Cronbach's Alpha is one of the most important statistical indicators for analyzing questionnaire data to ensure its validity. Depending on the results of this test, the questionnaire will either be modified or accepted. This test is utilized to determine whether the questionnaire items are consistent with each other.

#### Reliability Analysis:

**Table 3: Summary of Cronbach's Alpha Coefficients**

Block	Cronbach's Alpha	Number of Items
Block 1: CRM	.811	5
Block 2: CLV	.698	6

**Source:** Generated by the student using Spss.

The reliability analysis indicates that the CRM block exhibits excellent internal consistency (Cronbach's Alpha = .811), significantly surpassing the 0.7 threshold recommended in the literature. This result validates the possibility of combining the five CRM items into a mean composite score, which can be utilized in subsequent statistical analyses.

Regarding the CLV block, the obtained alpha is .698, slightly below the recommended threshold of 0.7. Although this value is acceptable for exploratory research, it suggests methodological caution. The CLV score can be used with caution, considering the slight deviation from the standard threshold, or the items can be analyzed separately if greater precision is required.

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### 1.2 Normality Test:

The first step of the analysis involves evaluating the normality of the distribution of studied variables using the Shapiro-Wilk and Kolmogorov-Smirnov tests conducted via SPSS software.

**Table 4: Results of Kolmogorov-Smirnov and Shapiro-Wilk Tests**

<b>Variable</b>	<b>K-S Sig.</b>	<b>Shapiro-Wilk Sig.</b>
Gender	.000	.000
Profession	.000	.000
Customer seniority	.000	.000
Average spending	.000	.000
Purchase frequency	.000	.000
Receiving promotions	.000	.000
Interaction with customer service	.000	.000
Clear communication	.000	.000
Product quality	.000	.000
Recommendation	.000	.000
First choice	.000	.000
Lasting relationship	.000	.000
Accessible services	.000	.000
Feedback listening	.000	.000
Declared loyalty	.000	.000
Future purchase intention	.000	.000

## CHAPTER III : RESULTS AND DISCUSSION

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**Source:** Generated by the student using Spss.

The Kolmogorov-Smirnov test is more general and suitable for samples of different sizes, which makes it appropriate for the sample characteristics in this study. Tested hypotheses:

- **H0 (null hypothesis):** The variable follows a normal distribution.
- **H1 (alternative hypothesis):** The variable does not follow a normal distribution.

The results show that all tested variables significantly deviate from normal distribution, with significance values below 0.05 for Kolmogorov-Smirnov test. These findings justify the use of parametric methods for subsequent analyses, such as Spearman's correlation tests, rank regressions, or comparisons using Mann-Whitney or Kruskal-Wallis tests. Respecting this methodological step ensures the validity of the statistical conclusions that will follow.

### 1.3 Study Blocks:

#### 1.3.1 1.3.1 Block 1: Sample Characteristics

The sample in this study is described according to several socio-professional characteristics: profession, age group, and gender.

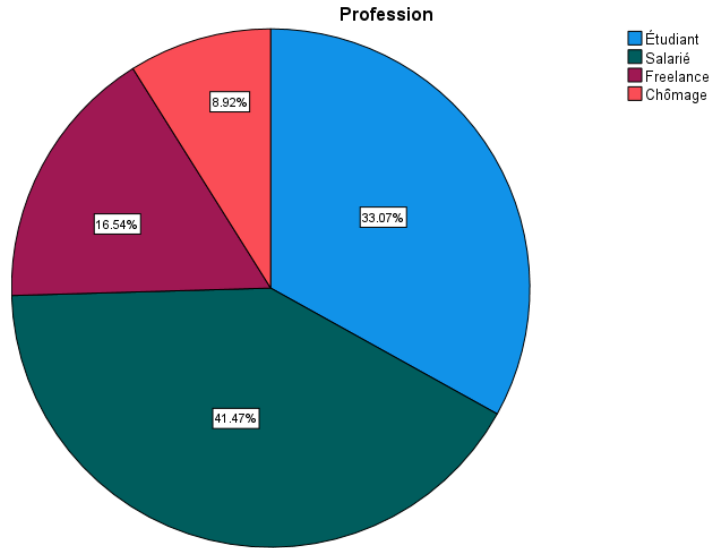
#### **Profession:**

**Table 5: Distribution by Profession**

<b>Profession</b>	<b>Frequency</b>	<b>Percentage</b>
Student	126	33.1%
Employee	158	41.5%
Freelance	63	16.5%
Unemployed	34	8.9%

## CHAPTER III : RESULTS AND DISCUSSION

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**Source:** Generated by the student using Spss..

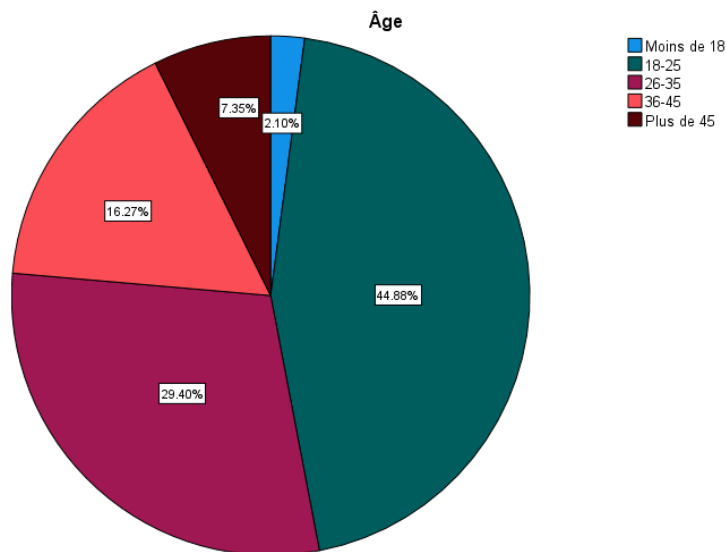
Employees (41.5%) and students (33.1%) represent the majority of the sample, representing groups with specific expectations regarding value for money and the services offered—key elements in customer relationship management strategies.

## CHAPTER III : RESULTS AND DISCUSSION

Age:

**Table 6: Distribution by Age**

Age	Frequency	Percentage
<b>Under 18</b>	8	2.1%
<b>18-25</b>	171	44.9%
<b>26-35</b>	112	29.4%
<b>36-45</b>	62	16.3%
<b>Over 45</b>	28	7.3%



Source Generated by the student using Spss..

The majority of respondents are aged between 18 and 25 years (44.9%), indicating a higher proportion of young adults in the studied sample. This demographic characteristic suggests that the study's results may particularly reflect the perceptions and behaviors of this age group.

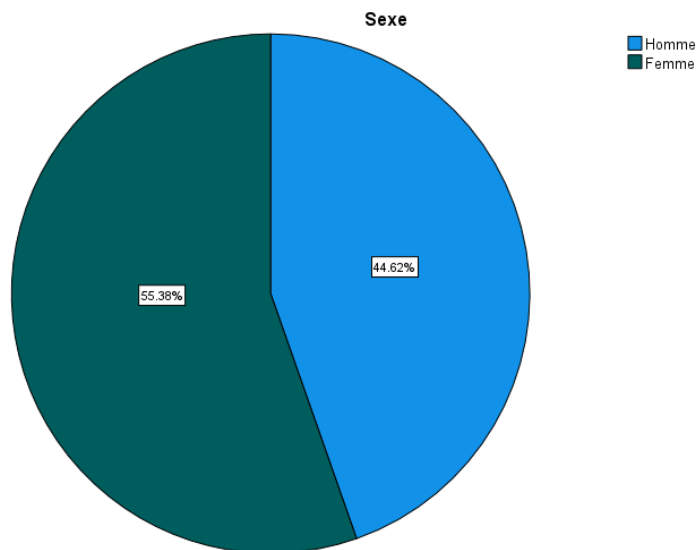
## CHAPTER III : RESULTS AND DISCUSSION

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**Gender:**

**Table 7: Distribution by Gender**

Gender	Frequency	Percentage
Male	170	44.6%
Female	211	55.4%



**Source:** Generated by the student using Spss..

The sample shows a slight overrepresentation of women (55.4%), which may influence the analysis of customer-related perceptions and behaviors.

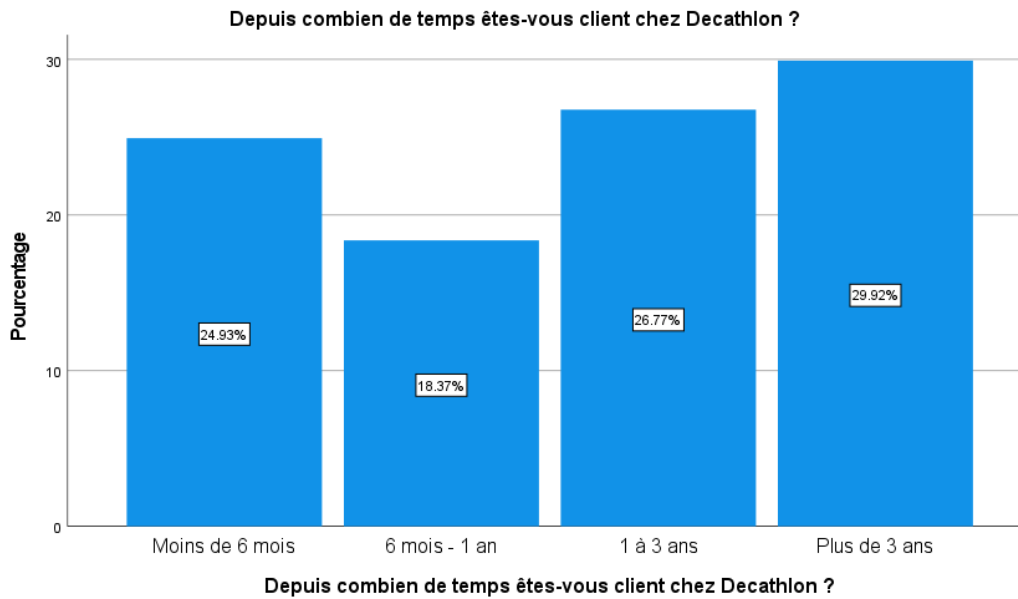
## CHAPTER III : RESULTS AND DISCUSSION

### 1.3.2 Block 2 Relationship client :

#### Frequencies and Interpretations :

**Table 8 :Customer Seniority at Decathlon**

Category	Frequency	Percentage
Less than 6 months	95	24.9%
6 months - 1 year	70	18.4%
1 to 3 years	102	26.8%
More than 3 years	114	29.9%



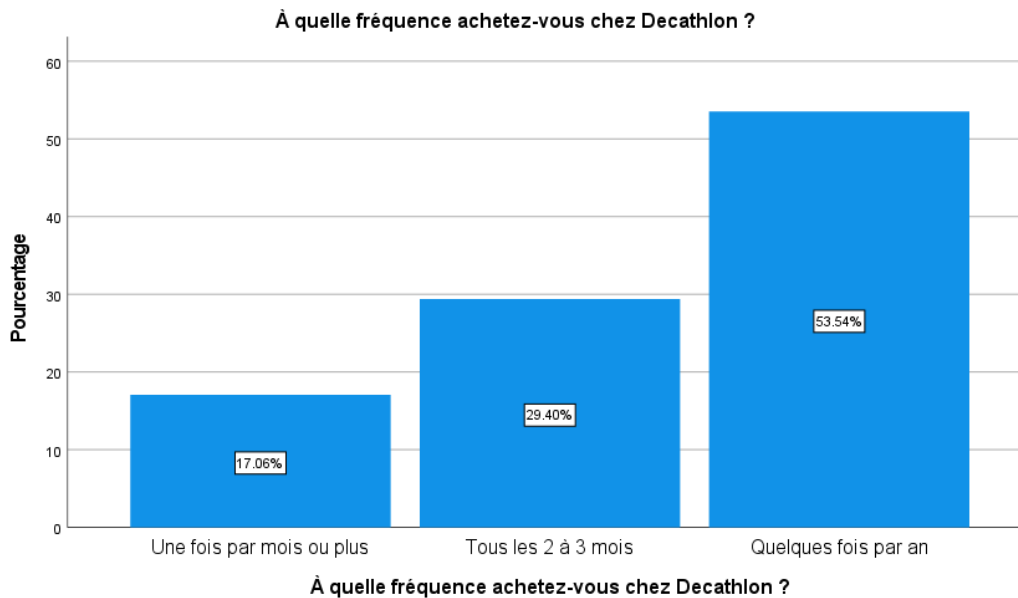
**Source:** Generated by the student using Spss..

The sample is balanced between recent and long-term customers, with nearly 30% loyal for more than three years, showing strong potential for customer retention.

## CHAPTER III : RESULTS AND DISCUSSION

**Table 9: Purchase Frequency**

Category	Frequency	Percentage
Once a month or more	65	17.1%
Every 2 to 3 months	112	29.4%
A few times per year	204	53.5%



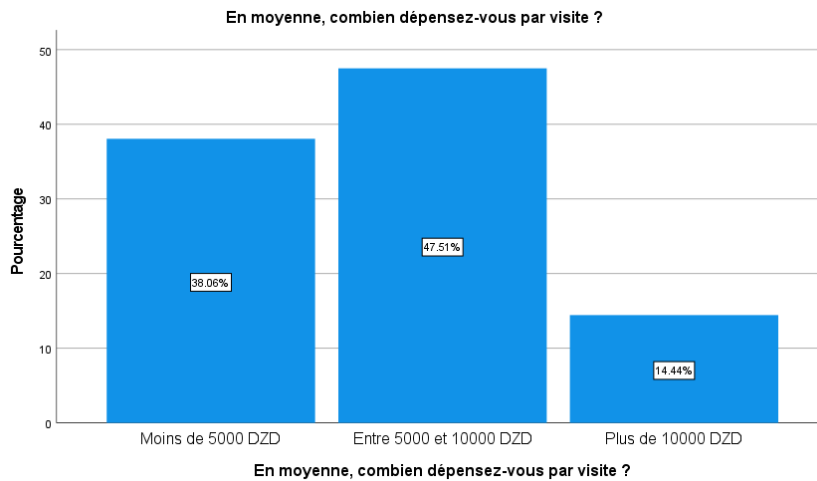
**Source:** Generated by the student using Spss..

The majority of customers purchase only a few times per year (53.5%), indicating occasional purchasing behavior which can be improved through loyalty strategies.

## CHAPTER III : RESULTS AND DISCUSSION

**Table 10** Average Spending per Visit

Category	Frequency	Percentage
Less than 5000 DZD	145	38.1%
Between 5000 and 10000 DZD	181	47.5%
More than 10000 DZD	55	14.4%



Source Generated by the student using Spss..

Nearly half of the customers spend between 5000 and 10000 DZD per visit, indicating a moderate average basket size with a limited premium segment (14.4%).

**Table 11** Receiving Promotions

Category	Frequency	Percentage
Yes	246	64.6%
No	135	35.4%

## CHAPTER III : RESULTS AND DISCUSSION

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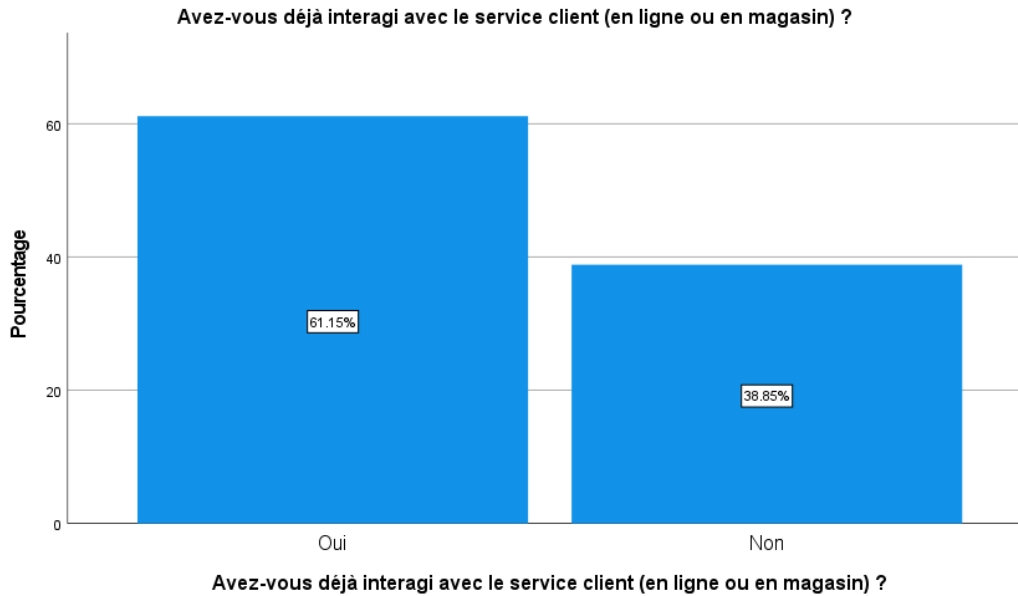
Source: Generated by the student using Spss..

The majority of customers (64.6%) report receiving promotions, indicating that marketing actions effectively reach a large portion of the customer base.

**Table 12** Interaction with Customer Service

Category	Frequency	Percentage
Yes	233	61.2%
No	148	38.8%

## CHAPTER III : RESULTS AND DISCUSSION



**Source:** Established by us using SPSS.

Over 60% of customers have already interacted with customer service, highlighting its central role in the customer experience and relationship management.=

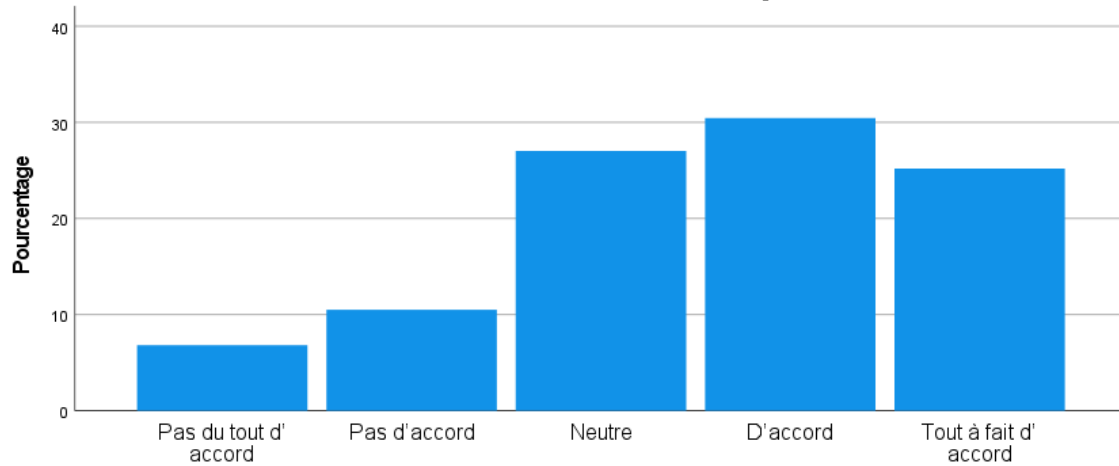
### .5 Likert Scale 1:

**Table 13: Decathlon's Communication is Clear**

<b>Response</b>	<b>Frequency</b>	<b>Percentage</b>	<b>Cumulative Percentage</b>
Strongly disagree	26	6.8%	6.8%
Disagree	40	10.5%	17.3%
Neutral	103	27.0%	44.4%
Agree	116	30.4%	74.8%
Strongly agree	96	25.2%	100.0%
<b>Total</b>	<b>381</b>	<b>100%</b>	

## CHAPTER III : RESULTS AND DISCUSSION

Comment évaluez-vous la qualité de votre relation avec Decathlon (communication, écoute, SAV, etc.) ?  
 « 1 = Pas du tout d'accord, 2 = Pas d'accord, 3 = Neutre, 4 = D'accord, 5 = Tout à fait d'accord ». [La communication de Decathlon est claire.]



Comment évaluez-vous la qualité de votre relation avec Decathlon (communication, écoute, SAV, etc.) ?  
 « 1 = Pas du tout d'accord, 2 = Pas d'accord, 3 = Neutre, 4 = D'accord, 5 = Tout à fait d'accord ». [La communication de Decathlon est claire.]

**Source:** Generated by the student using Spss..

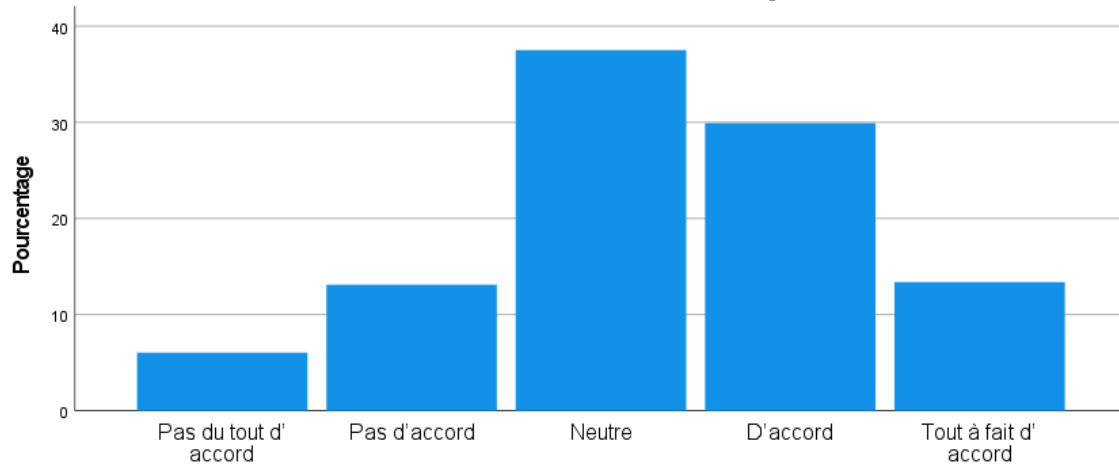
The majority (55.6%) perceive Decathlon's communication as clear "Agree" and "Strongly agree". However, a significant portion remains neutral (27%), indicating potential for improvement, especially in converting undecided respondents.

**Table 14: Decathlon Listens to and Values Customer Feedback**

<b>Response</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly disagree	23	6.0%
Disagree	50	13.1%
Neutral	143	37.5%
Agree	114	29.9%
Strongly agree	51	13.4%
<b>Total</b>	<b>381</b>	<b>100%</b>

## CHAPTER III : RESULTS AND DISCUSSION

Comment évaluez-vous la qualité de votre relation avec Decathlon (communication, écoute, SAV, etc.) ?  
 « 1 = Pas du tout d'accord, 2 = Pas d'accord, 3 = Neutre, 4 = D'accord, 5 = Tout à fait d'accord ». [Decathlon écoute et valorise les retours des clients.]



Comment évaluez-vous la qualité de votre relation avec Decathlon (communication, écoute, SAV, etc.) ?  
 « 1 = Pas du tout d'accord, 2 = Pas d'accord, 3 = Neutre, 4 = D'accord, 5 = Tout à fait d'accord ». [Decathlon écoute et valorise les retours des clients.]

**Source:** Generated by the student using Spss..

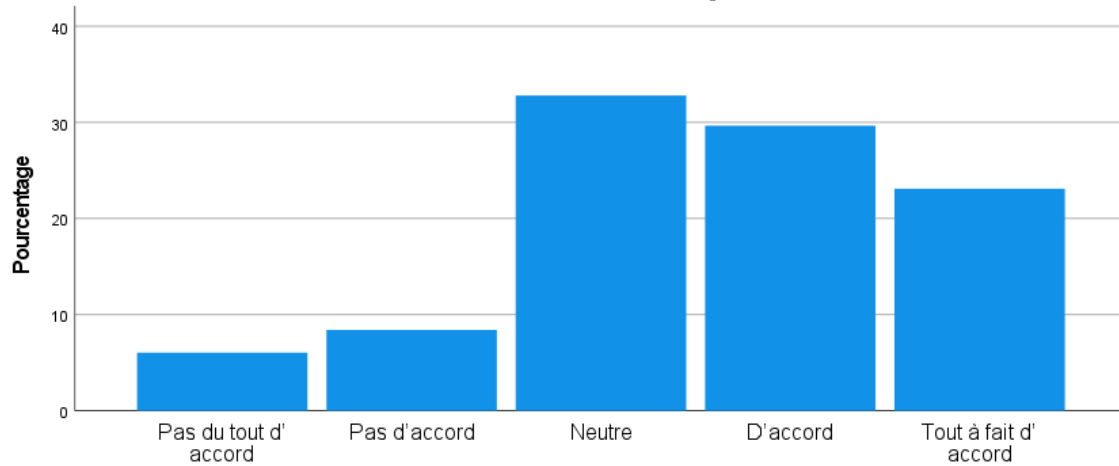
Although 43.3% of respondents believe that Decathlon values customer feedback, the significant proportion of neutral (37.5%) and negative (19.1%) responses indicates that this perception is not widely shared. It is recommended to enhance the visibility of feedback-related actions.

**Table 15: Services are Accessible and Efficient**

<b>Response</b>	<b>Frequency</b>	<b>Percentage</b>	<b>Cumulative Percentage</b>
Strongly disagree	23	6.0%	6.0%
Disagree	32	8.4%	14.4%
Neutral	125	32.8%	47.2%
Agree	113	29.7%	76.9%
Strongly agree	88	23.1%	100.0%
<b>Total</b>	<b>381</b>	<b>100%</b>	

## CHAPTER III : RESULTS AND DISCUSSION

Comment évaluez-vous la qualité de votre relation avec Decathlon (communication, écoute, SAV, etc.) ?  
 « 1 = Pas du tout d'accord, 2 = Pas d'accord, 3 = Neutre, 4 = D'accord, 5 = Tout à fait d'accord ». [Les services sont accessibles et efficaces.]



Comment évaluez-vous la qualité de votre relation avec Decathlon (communication, écoute, SAV, etc.) ?  
 « 1 = Pas du tout d'accord, 2 = Pas d'accord, 3 = Neutre, 4 = D'accord, 5 = Tout à fait d'accord ». [Les services sont accessibles et efficaces.]

Source: Generated by the student using Spss..

While 52.8% of respondents express satisfaction, the 32.8% neutrality suggests that Decathlon's service value may be under communicated or insufficiently perceived.

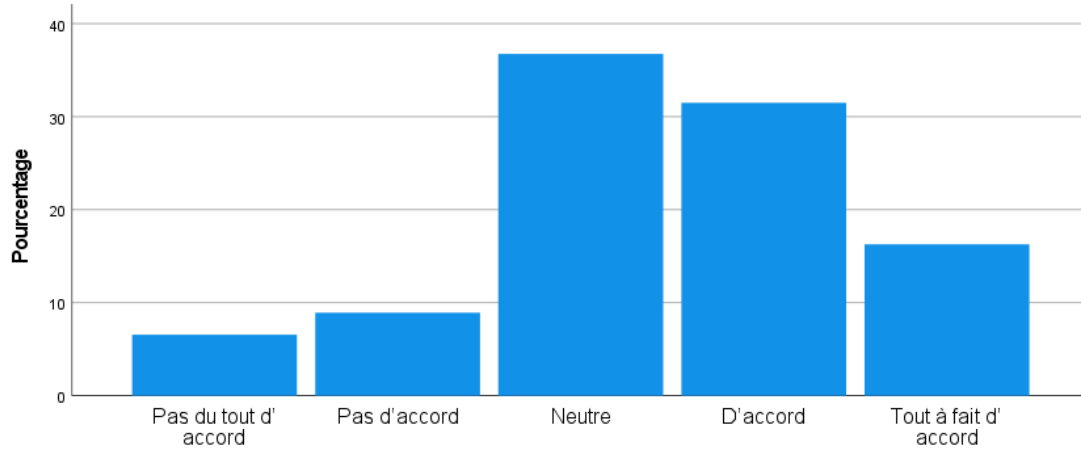
**Table 16: Decathlon Aims to Build Long-Term Relationships with Customers**

Response	Frequency	Percentage	Cumulative Percentage
Strongly disagree	25	6.6%	6.6%
Disagree	34	8.9%	15.5%
Neutral	140	36.7%	52.2%
Agree	120	31.5%	83.7%
Strongly agree	62	16.3%	100.0%
<b>Total</b>	<b>381</b>	<b>100%</b>	

## CHAPTER III : RESULTS AND DISCUSSION

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Comment évaluez-vous la qualité de votre relation avec Decathlon (communication, écoute, SAV, etc.) ?  
 « 1 = Pas du tout d'accord, 2 = Pas d'accord, 3 = Neutre, 4 = D'accord, 5 = Tout à fait d'accord ». [Je pense que Decathlon cherche à établir une relation durable avec ses clients..]



Comment évaluez-vous la qualité de votre relation avec Decathlon (communication, écoute, SAV, etc.) ?  
 « 1 = Pas du tout d'accord, 2 = Pas d'accord, 3 = Neutre, 4 = D'accord, 5 = Tout à fait d'accord ». [Je pense que Decathlon cherche à établir une relation durable avec ses clients..]

**Source:** Generated by the student using Spss..

47.8% of respondents believe that Decathlon aims to build a lasting relationship. However, 36.7% are neutral, indicating a lack of clear perception regarding Decathlon's relational commitment. Targeted communication about loyalty or long-term engagement programs would be appropriate, and this may reflect insufficient visibility of loyalty or CRM programs.

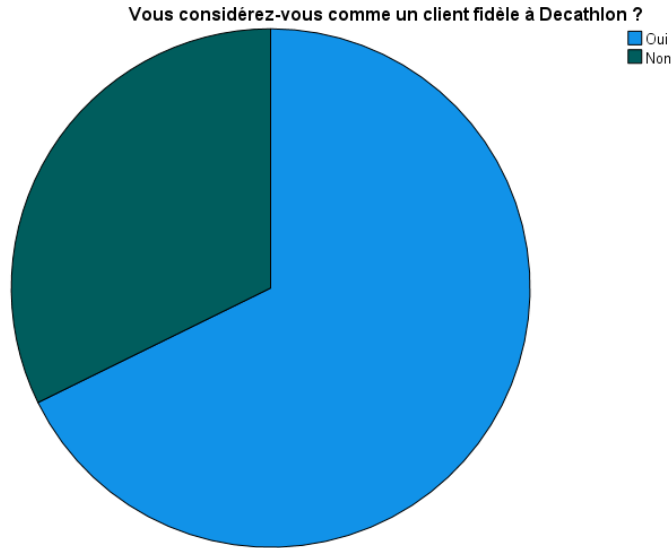
### Block 3:

**Table 17 : Do you consider yourself a loyal customer of Decathlon?**

Response	Frequency	Percentage (%)
Yes	258	67.7
No	123	32.3

## CHAPTER III : RESULTS AND DISCUSSION

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**Source:** Generated by the student using Spss..

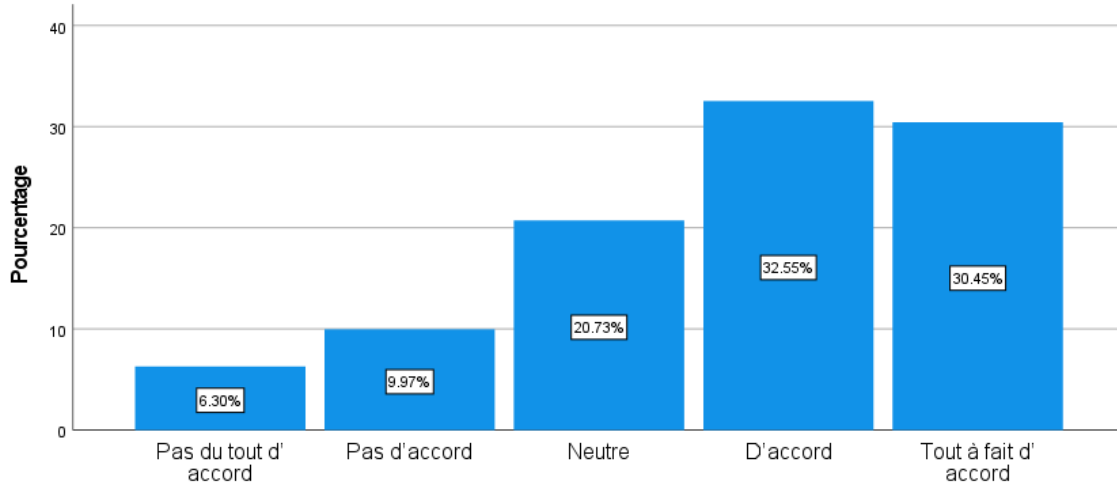
The majority of respondents (67.7%) consider themselves loyal. This indicates a valuable customer base that Decathlon should retain through loyalty programs and personalized engagement strategies.

**Table 18: I plan to continue buying from Decathlon in the future.**

Response	Frequency	Percentage (%)
Strongly disagree	24	6.3
Disagree	38	10.0
Neutral	79	20.7
Agree	124	32.5
Strongly agree	116	30.4

## CHAPTER III : RESULTS AND DISCUSSION

Veuillez indiquer votre niveau d'accord avec les affirmations suivantes :  
 « 1 = Pas du tout d'accord, 2 = Pas d'accord, 3 = Neutre, 4 = D'accord, 5 = Tout à fait d'accord ». [Je compte continuer à acheter chez Decathlon à l'avenir.]



Veuillez indiquer votre niveau d'accord avec les affirmations suivantes :  
 « 1 = Pas du tout d'accord, 2 = Pas d'accord, 3 = Neutre, 4 = D'accord, 5 = Tout à fait d'accord ». [Je compte continuer à acheter chez Decathlon à l'avenir.]

**Source:** Generated by the student using Spss..

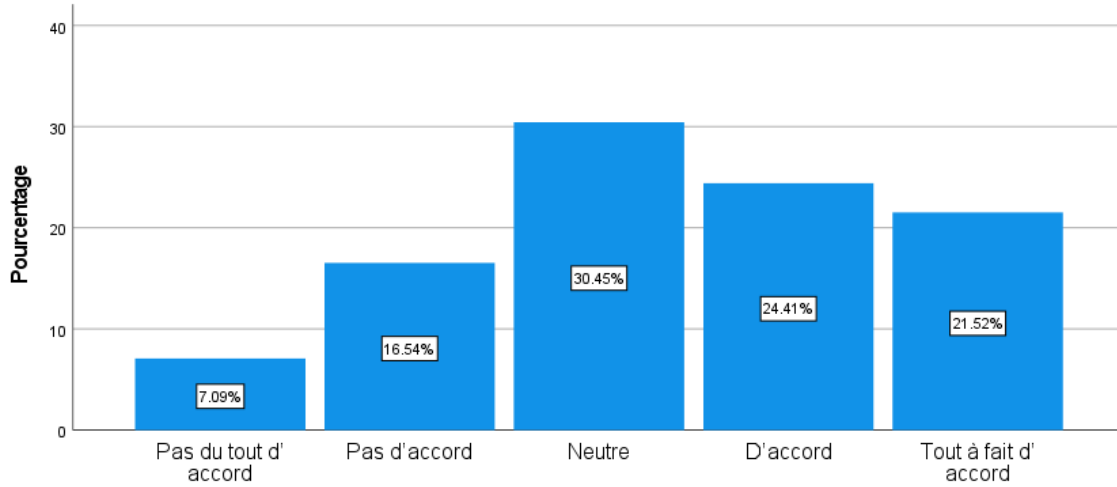
A significant number of respondents (32.5%) agreed with the statement, suggesting high purchase intention. However, 37% remain neutral or disagree, highlighting areas for improvement.

**Table 19: I consider Decathlon my first choice for sports equipment.**

Response	Frequency	Percentage (%)
Strongly disagree	27	7.1
Disagree	63	16.5
Neutral	116	30.4
Agree	93	24.4
Strongly agree	82	21.5

## CHAPTER III : RESULTS AND DISCUSSION

Veuillez indiquer votre niveau d'accord avec les affirmations suivantes :  
 « 1 = Pas du tout d'accord, 2 = Pas d'accord, 3 = Neutre, 4 = D'accord, 5 = Tout à fait d'accord ». [Je considère Decathlon comme mon premier choix pour les équipements sportifs.]



Veuillez indiquer votre niveau d'accord avec les affirmations suivantes :  
 « 1 = Pas du tout d'accord, 2 = Pas d'accord, 3 = Neutre, 4 = D'accord, 5 = Tout à fait d'accord ». [Je considère Decathlon comme mon premier choix pour les équipements sportifs.]

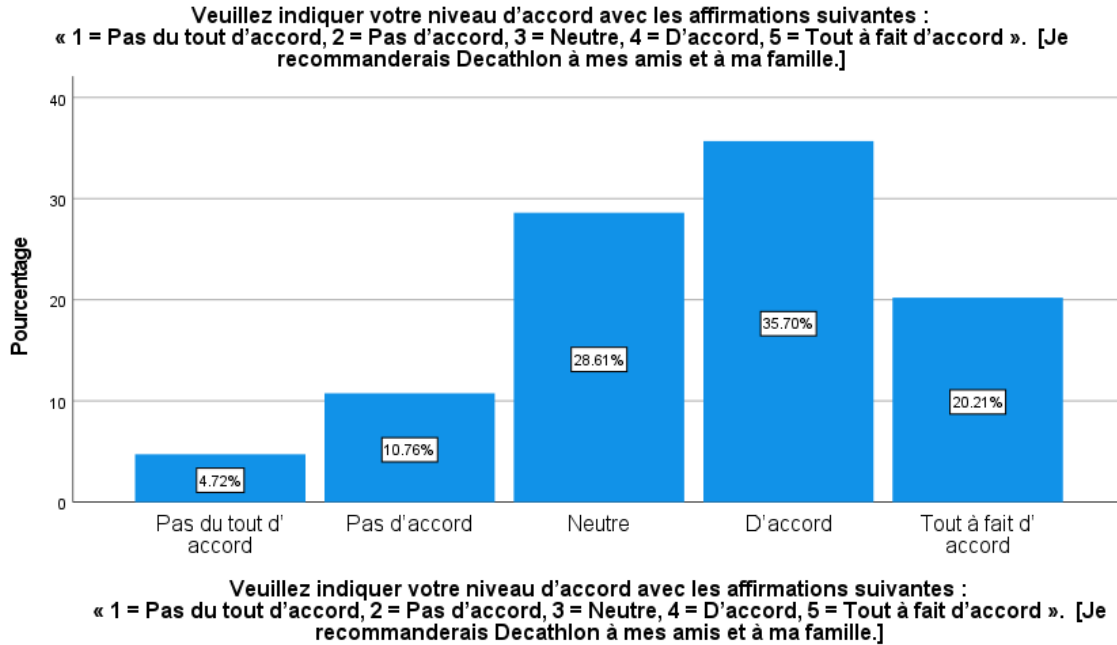
**Source:** Generated by the student using Spss..

With 30.4% selecting 'Neutral', the absence of a clear preference suggests brand positioning could be improved to reinforce Decathlon's image as a primary choice.

**Table 20: I would recommend Decathlon to my friends and family.**

Response	Frequency	Percentage (%)
Strongly disagree	18	4.7
Disagree	41	10.8
Neutral	109	28.6
Agree	136	35.7
Strongly agree	77	20.2

## CHAPTER III : RESULTS AND DISCUSSION



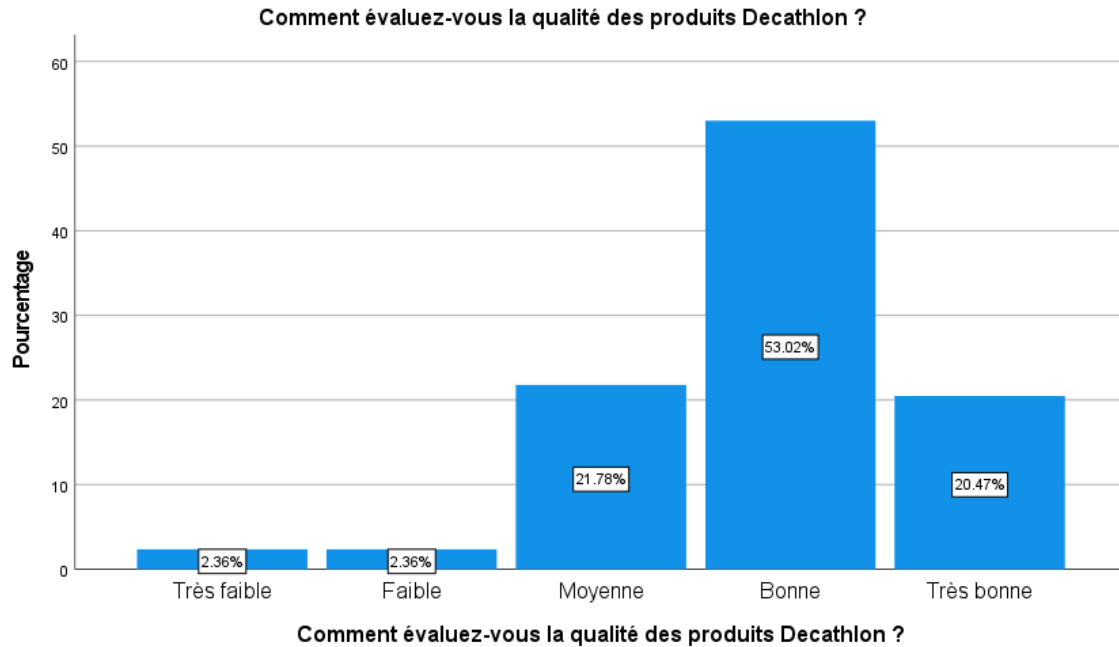
**Source:** Generated by the student using Spss..

Since 35.7% of respondents agreed and 28.6% remained neutral, the results reflect moderate brand advocacy, with room to improve customer enthusiasm through referrals or reward systems.

**Table 21: How do you evaluate the quality of Decathlon's products?**

Response	Frequency	Percentage (%)
Very poor	9	2.4
Poor	9	2.4
Average	83	21.8
Good	202	53.0
Very good	78	20.5

## CHAPTER III : RESULTS AND DISCUSSION



**Source:** Generated by the student using Spss..

The results show that the majority of respondents chose "Good." The high proportion of positive evaluations (53% 'Good', plus 21.8% 'Average') indicates general satisfaction, though Decathlon should aim to convert 'Average' perceptions into higher appreciation through product differentiation.

### **Overall Result:**

The analysis of data collected from the questionnaire administered to 381 respondents , provides a global assessment of customer perceptions and behaviors regarding Decathlon. The results indicate an overall positive trend but also highlight strategic areas for improvement.

From a methodological standpoint, the reliability analyses show good internal consistency for the CRM-related items ( $\alpha = 0.811$ ), validating their integration into a composite score. The CLV block presents acceptable reliability ( $\alpha = 0.698$ ), although slightly below the 0.7 threshold, warranting cautious interpretation of the associated results.

## CHAPTER III : RESULTS AND DISCUSSION

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Normality tests revealed significant deviations from a normal distribution across all variables. As a result, non-parametric methods were employed to ensure the robustness and validity of the statistical analyses conducted.

From a descriptive perspective, the sample is predominantly young (44.9% aged 18–25), with a higher proportion of women (55.4%). Employees (41.5%) and students (33.1%) represent the main occupational groups.

Buying behaviors show moderate frequency, with over half of the respondents (53.5%) stating that they purchase products from Decathlon a few times per year. However, a significant portion of customers consider themselves loyal (67.7%), and nearly 63% express an intention to continue purchasing from Decathlon. Furthermore, 55.9% would recommend the brand to their friends and family, indicating an indicating a positive level of customer engagement.

In terms of perception, product quality is rated as good to very good by 73.5% of respondents, making it one of the main drivers of loyalty. Communication is perceived as clear and effective by 55.6% of customers (55.6%). Nevertheless, the results reveal high neutrality in aspects related to customer listening (37.5% neutral), service accessibility (32.8% neutral), and long-term relationships (36.7% neutral), suggesting limited awareness of the company's relational initiatives.

Overall ,in conclusion, the results confirm the relevance of Decathlon's current strategies, particularly in terms of product quality and declared loyalty. However, they also emphasize the importance of strengthening communication about relational actions, improving customer listening mechanisms, and enhancing loyalty programs to reduce neutral perceptions and optimize long-term customer engagement.

### 1.7.1 Test of the First Hypothesis:

**H1:** CRM strategies have a positive impact on Customer Lifetime Value (CLV) in the retail sector.

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- **Null Hypothesis (H0):** There is no statistically significant positive relationship between CRM strategies and CLV in the retail sector (Sig. $\alpha > 0.05$ ).
- **Alternative Hypothesis (H1):** There is a statistically significant positive relationship between CRM strategies and CLV in retail sector (if Sig  $\alpha < 0.05$ ).

### 1. Correlation Analysis

	CRM	Loyalty
Pearson Correlation	1	-.163**
Sig. (2-tailed)		.001
N	381	381

A weak but statistically significant correlation ( $r = -0.163$ ,  $p = 0.001$ ) indicates a significant negative relationship between CRM and perceived loyalty.

### 2. Regression Model Summary

Model	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Std. Error
1	.724	.524	.523	2.61542

The model explains 52.4% of the variance in CLV, explains a substantial portion of variance in CLV, indicating a strong explanatory power.

### 3. Analysis of Variance (ANOVA)

Source	SS	df	MS	F	Sig.
Regression	2858.805	1	2858.805	417.929	.000

The ANOVA test ( $p < 0.001$ ) confirms the regression model's validity.

### 4. Regression Coefficients

## CHAPTER III : RESULTS AND DISCUSSION

Variable	Unstandardized Coefficient (B)	Std. Error	Standardized Coefficient Beta	t-value	Sig.
CRM	.720	.035	.724	20.443	.000

The CRM coefficient is positive and highly significant ( $p < 0.001$ ), confirming its direct and positive effect on CLV.

### 5. Hypothesis Decision

- **H0:** No significant positive relationship between CRM strategies and CLV (if Sig.  $> 0.05$ ).
- **H1:** A significant positive relationship exists between CRM strategies and CLV (if Sig.  $< 0.05$ ).

Since both regression and ANOVA tests are highly significant ( $p < 0.001$ ), H0 is rejected in favor of H1.

### Conclusion:

CRM strategies have a positive and significant impact on Customer Lifetime Value (CLV) in the retail sector.

### 1.7.2 Test of the Second Hypothesis:

**H2:** Personalization of CRM strategies and customer engagement increase CLV by enhancing customer loyalty and satisfaction.

- **Null Hypothesis (H0):** There is no statistically significant positive relationship between CRM personalization, customer engagement, and the improvement of CLV through loyalty and satisfaction (if Sig  $\alpha > 0.05$ ).
- **Alternative Hypothesis (H1):** There is a statistically significant positive relationship between CRM personalization, customer engagement, and the improvement of CLV through loyalty and satisfaction (if Sig  $\alpha < 0.05$ ).

## CHAPTER III : RESULTS AND DISCUSSION

### 1. Correlation Analysis: CRM Personalization, Customer Engagement, and Customer Loyalty

	CRM Personalization	Customer Engagement	Customer Loyalty
Pearson Correlation	1	-.259**	.775**

CRM personalization is strongly correlated with customer loyalty ( $r = .775$ ,  $p < 0.001$ ) but moderately and negatively correlated with measured engagement ( $r = -.259$ ,  $p < 0.001$ ).

### 2. Correlation Analysis: Customer Loyalty and CLV

	CLV	Customer Loyalty
Pearson Correlation	1	.921**

Customer loyalty is very strongly correlated with CLV ( $r = .921$ ,  $p < 0.001$ ), confirming its role as a key mediator.

### 3. Regression Model Summary

Model	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Std. Error
1	.921	.849	.848	1.47555

The model explains 84.9% of the variance in CLV, which is extremely high and validates the contribution of customer loyalty.

### 4. Analysis of Variance (ANOVA)

Source	SS	df	MS	F	Sig.
Regression	4626.141	1	4626.141	2124.752	.000

## CHAPTER III : RESULTS AND DISCUSSION

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The overall model is statistically significant ( $p < 0.001$ ).

### 5. Regression Coefficients

Variable	B	Std. Error	Beta	t	Sig.
Customer Loyalty	1.156	.025	.921	46.095	.000

The positive, highly significant loyalty coefficient ( $p < 0.001$ ) confirms its key role.

### 6. Hypothesis Decision

- **H0:** No significant positive relationship between CRM personalization, engagement, and CLV improvement via loyalty (if Sig.  $> 0.05$ ).
- **H1:** A significant positive relationship exists between CRM personalization, engagement, and CLV improvement via loyalty (if Sig.  $< 0.05$ ).

Since the results show strong significance ( $p < 0.001$ ), we **reject H0** and **accept H1**.

#### Conclusion:

As results shows CRM personalization and customer engagement, by strengthening loyalty, significantly increase Customer Lifetime Value (CLV).

#### Results:

Based on the analyses conducted, the overall results support the validation of the study's two main hypotheses.

On one hand, the tests related to the first hypothesis (H1), which aimed to demonstrate the impact of CRM strategies on Customer Lifetime Value (CLV), reveal a statistically significant relationship. Indeed, although the correlation between CRM strategies and perceived loyalty is weak and negative ( $r = -0.163$ ;  $p = 0.001$ ), the regression results show that these strategies explain 52.4% of the variance in CLV ( $R^2 = 0.524$ ), which constitutes a significant contribution. Furthermore, the model is globally significant (ANOVA,  $p < 0.001$ ), and the regression coefficient associated with the CRM variable is positive and highly significant ( $B = 0.720$ ;  $p <$

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0.001), confirming the existence of a direct and positive effect of CRM strategies on CLV. These results lead to the rejection of the null hypothesis (H0) and the acceptance of the alternative hypothesis (H1), thus validating the positive impact of customer relationship management strategies on customer lifetime value in the retail sector.

On the other hand, the analysis of the second hypothesis (H2), which focuses on the effect of CRM personalization and customer engagement on improving CLV through loyalty and satisfaction, also confirms a positive and significant relationship. The results show a strong correlation between CRM personalization and customer loyalty ( $r = 0.775$ ;  $p < 0.001$ ), as well as a very strong correlation between customer loyalty and CLV ( $r = 0.921$ ;  $p < 0.001$ ). The regression model explains 84.9% of the variance in CLV ( $R^2 = 0.849$ ) with a high level of significance ( $p < 0.001$ ). Moreover, the loyalty coefficient is positive and highly significant ( $B = 1.156$ ;  $p < 0.001$ ), confirming that loyalty plays a central role in increasing CLV. These findings allow the rejection of the null hypothesis (H0) and the acceptance of the alternative hypothesis (H1), demonstrating that CRM personalization and customer engagement significantly improve CLV by strengthening loyalty and satisfaction.

Thus, both hypotheses are confirmed, highlighting the strategic importance of personalized and engaging relationship management to maximize long-term customer value.

**Table 22 : Summary Table of Hypothesis Tests**

Hypothesis	Description	Statistical Tests	Key Results	Conclusion
<b>H1</b>	CRM strategies have a positive impact on Customer Lifetime Value (CLV) in the retail sector.	<ul style="list-style-type: none"> <li>• Pearson Correlation</li> <li>• Linear Regression</li> <li>• ANOVA</li> </ul>	<ul style="list-style-type: none"> <li>• <math>r = -0.163</math>, <math>p = 0.001</math> (significant but negative)</li> <li>• <math>R^2 = 0.524</math> (52.4% of variance explained)</li> </ul>	H1 confirmed

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			<ul style="list-style-type: none"> <li>• <math>B = 0.720</math> <math>p &lt; 0.001</math></li> </ul>	
<b>H2</b>	CRM personalization and customer engagement ,increase CLV by enhancing loyalty and satisfaction.	<ul style="list-style-type: none"> <li>• Pearson Correlation</li> <li>• Linear Regression</li> <li>• ANOVA</li> </ul>	<ul style="list-style-type: none"> <li>• Personalization ↔ Loyalty: <math>r = 0.775</math>, <math>p &lt; 0.001</math></li> <li>• Loyalty ↔ CLV: <math>r = 0.921</math>, <math>p &lt; 0.001</math></li> <li>• <math>R^2 = 0.849</math></li> <li>• <math>B = 1.156</math>, <math>p &lt; 0.001</math></li> </ul>	H1 confirmed

### Section 02: Discussion of the Results in Relation to the Literature

The analysis of the results obtained from data collected from Decathlon customers confirmed the two hypotheses proposed in this study. These findings both align with and, in some cases, qualify existing conclusions in the literature.

Regarding the first hypothesis (H1), the analyses showed that the CRM strategies implemented by Decathlon explain 52.4% of the variance in CLV, with a statistically significant relationship ( $p < 0.001$ ). Suresh et al. (2024) et Chen (2024) confirms that well-designed CRM strategies improve satisfaction, loyalty and profitability. Nevertheless, the observed negative correlation between CRM and perceived loyalty ( $r = -0.163$ ) is unexpected and warrants further examination and discussion in light of existing literature and theoretical expectations. It may indicate that the respondents perceive Decathlon's CRM actions as generic or poorly tailored to their individual expectations—contrary to the conclusions of Al-Hazmi (2021) and Muhyiddin & Indrawati (2024), who emphasize that personalization is a key success factor in CRM. This discrepancy could, be due to a gap between the CRM strategy deployed by the company, and how it is perceived and experienced by customers. It highlights the need to reinforce both the perceived and perceived personalization of interactions.

As for the second hypothesis (H2), the results fully support the literature. We observed a strong positive correlation ( $r = 0.775$ ,  $p < 0.001$ ) was observed between CRM personalization and customer loyalty, echoing the findings of Yousfi & Bouateria (2024) and Muhyiddin & Indrawati (2024), who show that targeted and personalized actions foster engagement and loyalty. Additionally, the very strong correlation between customer loyalty and CLV ( $r = 0.921$ ,  $p < 0.001$ ) confirms that loyalty is a major driver of customer value. This is further supported by the high explanatory power of the regression model ( $R^2 = 0.849$ ), as well as by the findings of Mandal (2022) and Guerola-Navarro et al. (2022). These results indicate that the loyalty and personalization actions implemented by Decathlon have a significant and measurable impact on customer lifetime value.

Finally, the analysis of the relationship between customer engagement and loyalty reveals a moderately negative correlation ( $r = -0.259$ ,  $p < 0.001$ ), which could be explained by a poorly perceived value of current engagement initiatives (promotions, customer service, etc.). This

## **CHAPTER III : RESULTS AND DISCUSSION**

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suggests that the company should enhance the quality of customer interactions so they are perceived as genuinely engaging, in line with the recommendations of Guerola-Navarro et al. (2022) and Almohaimmeed (2021).

In summary, the results confirm that CRM, when personalized and focused on customer engagement, significantly contributes to improving CLV—provided that these actions are perceived by customers as relevant and well-adapted. Therefore, Decathlon should enhance the perceived quality of its relational initiatives to fully maximize the benefits of its CRM strategies.

# **CONCLUSION**

## CONCLUSION

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The present study aimed to evaluate the relationship between Customer Relationship Management (CRM) strategies and Customer Lifetime Value (CLV) within the retail sector. More specifically, it sought to analyze how CRM initiatives—particularly personalization and customer engagement—contribute to long-term customer value by fostering loyalty and satisfaction.

Based on a quantitative approach supported by data collected through a structured questionnaire administered to 381 participants, the analysis incorporated descriptive statistics, reliability tests, correlation analysis, and regression modeling. The results confirm the existence of statistically significant relationships between CRM strategies and CLV.

Regarding the first hypothesis, the findings revealed that CRM strategies explain 52.4% of the variance in CLV, a considerable impact that underlines the strategic relevance of CRM for value creation. The very strong correlation between customer loyalty and customer lifetime value (CLV) ( $r = 0.921$ ,  $p < 0.001$ ) provides robust evidence that loyalty is a key determinant of customer value. This conclusion is further reinforced by the high explanatory power of the regression model ( $R^2 = 0.849$ ), as well as by the findings of Mandal (2022) and Guerola-Navarro et al. (2022).

The second hypothesis is also supported by the results. A strong correlation was found between CRM personalization and customer loyalty ( $r = 0.775$ ), and an even stronger one between loyalty and CLV ( $r = 0.921$ ). The regression model confirms that loyalty alone explains 84.9% of the variation in CLV, with a highly significant coefficient ( $B = 1.156$ ,  $p < 0.001$ ). These findings clearly demonstrate that CRM strategies focusing on personalization and engagement are highly effective in strengthening customer loyalty and, consequently, enhancing long-term value.

From a managerial point of view, these findings emphasize the importance for retail companies to invest in CRM strategies that are more targeted, relevant, and interactive. Although customer satisfaction and product quality remain important, emotional and relational factors—such as listening to customers, offering easy-to-access services, and providing personalized deals—are also crucial and should not be neglected.

## CONCLUSION

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Therefore, it is recommended that retail organizations:

- **Capitalize on data-driven CRM personalization** to ensure that interactions are perceived as relevant and adapted to individual customer expectations.
- **Enhance the visibility of engagement efforts**, such as customer feedback loops, loyalty programs, and proactive service, in order to reduce neutral perceptions and strengthen trust.
- **Implement advanced monitoring tools** to evaluate the real impact of CRM strategies, using key performance indicators (KPIs) such as repeat purchase rate, customer retention, and Net Promoter Score (NPS).

However, the study has certain limitations, particularly its reliance on self-reported data. Future research could adopt a mixed methods design, combining quantitative surveys with qualitative techniques such as in-depth interviews or case studies. This approach would allow researchers to measure CRM effectiveness across different retail segments while also gaining deeper insights into the emotional and relational drivers of customer loyalty.

In conclusion, the study confirms that a well-orchestrated and customer-centric CRM strategy is a powerful tool for maximizing customer lifetime value. By reinforcing personalization and fostering meaningful engagement, companies can not only enhance loyalty but also secure sustainable competitive advantage in a rapidly evolving market.

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# **APPENDIX**

## APPENDIX

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### Appendix A: The Questionnaire

Bonjour,

Ce questionnaire s'inscrit dans le cadre de mon mémoire de fin d'études .

Toutes vos réponses seront traitées de manière strictement confidentielle et utilisées exclusivement à des fins académiques, en conformité avec le RGPD et les principes éthiques en vigueur.

En répondant à ce questionnaire, vous acceptez que vos données soient utilisées de manière anonyme dans le cadre d'un mémoire académique.

Merci beaucoup pour votre précieuse collaboration !

*Ce questionnaire prend environ 3 minutes.*

#### **1. Informations Générales :**

**Âge :**

- 1) moins de 18 ans
- 2) 18-25
- 3) 26-35
- 4) 36-45
- 5) Plus de 45

**Sexe :**

- 1) Homme
- 2) Femme

**Profession :**

- 1) Étudiant
- 2) Salarié
- 3) Freelance
- 4) Chômage

#### **2.Relation client :**

## APPENDIX

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### **Depuis combien de temps êtes-vous client(e) chez Decathlon ?**

- 1) Moins de 6 mois
- 2) 6 mois - 1 an
- 3) 1 à 3 ans
- 4) Plus de 3 ans

### **À quelle fréquence achetez-vous chez Decathlon ?**

- 1) Une fois par mois ou plus
- 2) Tous les 2 à 3 mois
- 3) Quelques fois par an

### **En moyenne, combien dépensez-vous par visite ?**

- 1) Moins de 5000 DZD
- 2) Entre 5000 et 10000 DZD
- 3) Plus de 10000 DZD

### **Recevez-vous des promotions de Decathlon ?**

- 1) Oui
- 2) Non

### **Avez-vous déjà interagi avec le service client (en ligne ou en magasin) ?**

- 1) Oui
- 2) Non

### **Comment évaluez-vous la qualité de votre relation avec Decathlon (communication, écoute, SAV, etc.) ?**

1 = Pas du tout d'accord, 2 = Pas d'accord, 3 = Neutre, 4 = D'accord, 5 = Tout à fait d'accord .

## APPENDIX

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- La communication de Decathlon est claire.
- Decathlon écoute et valorise les retours des clients.
- Les services sont accessibles et efficaces.
- Je pense que Decathlon cherche à établir une relation durable avec ses clients..

### **3. Fidélité et valeur client**

**Veillez indiquer votre niveau d'accord avec les affirmation suivantes :**

1 = Pas du tout d'accord, 2 = Pas d'accord, 3 = Neutre, 4 = D'accord, 5 = Tout à fait d'accord.

- Je compte continuer à acheter chez Decathlon à l'avenir.
- Je recommanderais Decathlon à mes amis et à ma famille.
- Je considère Decathlon comme mon premier choix pour les équipements sportifs.

**Vous considérez-vous comme un client fidèle à Decathlon ?**

- 1) Oui
- 2) Non

**Comment évaluez-vous la qualité des produits Decathlon ?**

- 1) Très faible
- 2) Faible
- 3) Moyenne
- 4) Bonne
- 5) Très bonne

## APPENDIX

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### Appendix B: List of arbitrators for the questionnaire

	<b>Arbitrators Names</b>	<b>Academic rank</b>
<b>1</b>	Imad Said Geurni	Director of Decathlon Communications Department
<b>2</b>	Ramzi hadj Aissa	Leader Decathlon Ardis Store
<b>3</b>	Yasmine Hellal	Web Merchandiser at Decathlon
<b>4</b>	Zineb Fouial	E-commerce country leader
<b>5</b>	Ayoub Ould Setti	Retail Supplier