ANALYZING SUSTAINABLE RELATIONSHIP WITH CUSTOMERS USING A STRATEGIC COMMUNICATION MODEL, A 360 DEGREES CUSTOMER VIEW AND MATHEMATICAL SIMULATION

NICOLETA-VALENTINA FLOREA[1], ANISOARA DUICA[1], DORIN IANCU[1], MIRCEA-CONSTANTIN DUICA[1]

Abstract. Modeling and mathematical simulation are used in every field. To obtain improvement of relationship with customers is also used modeling. Relational marketing is not a choice, is a demand. The customers, which are emotionally related with the organization, will have more trust into it and will develop a strong commitment and a sustainable relationship, if the organization is more involved in keeping a positive and strong relationship with its customers and determine their value. The goal of this study is to bring in discussion the role and the importance of relationship with customers based on sustainable communication, customers being the main source of profit and value on long term for any company. To obtain this, was implemented a model of simulation and strategic communication, analysed through the prism of customers' 360 degrees. Data were gathered from 100 customers and the results showed a strog relationship based on communication with its customers and the important role of employees in this relationship; the new technologies used in relationship with the customers, according to the literature, have a crucial role in attracting, retaining and growing the number of customers, but this study shows that is used at a very reduced level in the analysed organization. Mathematical simulation played an important role in discovering the right way through the maze of the new products and information present into the analysed supermarket based on continuous communication and relationship.

Keywords: customer relationship; strategic communication; 360 degrees customer view; mathematical simulation; performance.

1. INTRODUCTION

Mathematical simulation is used by many practitioners and specialist in order to understand economic processes and activities. In our case, mathematical simulation is used to understand better the relationship and the communication with customers. In this new era, that of the relationship, in which the environment is influenced by globalization, by the overcapacity of production and new and personalized products or services, the focus would be not on increasing the volume of production but on the profit obtained using interaction with the profitable customers and creating good and positive feelings for customers [1]. Relationship for humans is very important, thus customer centricity is important for businesses [2]. Customers are considered by Shanthi R. [3] a major capital who bring competitive advantage in the new „knowledge economy" and the hart and soul of any

[1] Valahia University of Targoviste, Management-Marketing Department, 130004, Targoviste, Romania.
E-mail: floreanicol@yahoo.com; anisoara.duica@valahia.ro; dorin_iancu04@yahoo.com ;
mircea.duica@valahia.ro.

business [4]. Clients are of all types, from individual to industrial, all wanting to get value, a solution to their problems; that is, they are oriented towards achieving rational goals [5].

The organizations to have an efficient relationship with customers must focus more on relational marketing not on tranzactional marketing, to understand along SCM the importance of retention of customers phenomenon, observing the financial, human, infomation differences, and bring in the foreground the role of internal marketing in obtaining the success of external marketing according to the „inside-out vision". The customers are changing continuously their attitude and purchase behaviour, that is why, even the luxury brands must rebuild their marketing relations [6]. The organization must extend the principles of relational marketing in other fields too, and to recognize that marketing, offered services and their quality must be integrated in order to ensure a multi-functional system based on strategic communication.

Why we choose relationship and communication with customers? Because every satisfied customer brings other three new customers, and an unsatisfied customer communicates about its negative experience to other 10 customers. A satisfied consumer can be an aspiring, sympathetic and enthusiastic consumer [7]. To retain and satisfy, in response to increasing competition, differentiation of products, attractiveness and loyalty, comes the use of new technologies [8]. In this new era of technologies and relationship, the „technologicalship" relationship, a symbiosis between technology and people, became a sustainable relationship process [9]. Without data about customers may be a paralysis in the CRM from the internet sphere [10]. Using laptops, PC, internet, intranet, extranet, WAP, or cellar phones, web-forums, blog/weblog, sharing and social platforms [11] conduct to appearance of new phenomenon, such as: e-recruitment, e-selection, e-government, e-booking, e-learning, e-commerce, e-customers or e-communication, but also e-relationships and e-CRM. CRM must be renewed to meet these challenges [12]. Thus, the organization will never accept to have in the future a gap between the organization and its customers but having a strategic communication it may reduce the gap or eliminate it, by using modeling and simulation in order to improve performance on long term and the relationship with customers. The article is organized as follows: in the Introduction is brought in the foreground the importance of the relationships created between companies and its customers in order to improve performance for the both involved parts, according to a win-win situation. Some definitions of the customer and the phenomenon of customer experience were presented here. In Section 1 was presented the Literature review, where the customer relationship and CRM are presented. Section 2 presents the relationship with customer by the prism of communication (nb. 2 communication law) and its 3 zones of communication efficiency and the 360 degrees customer view (with its 4 pillars) which can bring performance on long term. In Section 3, is presented the research methodology. Because the communication model is simple and does not help us to determine how it can be introduced on the 3 zones, the novelty of this article is consisting in developing a survey for customers (starting from the 360 degrees customer view) and using mathematical simulation, based on the 5 points scale the efficiency of the analysed process is than introduced in one of the three established zones. Thus, is determined the efficiency of the relationship and communication process between ST and its customers. Finally, a few proposals are made and conclusion.

2. MATERIALS AND METHODS

2.1. MATERIALS

Relational marketing is about developing customer relationships in a cost-effective way [13]. Long-term and profitable relationships are the goal of Customer Relationship Management (CRM) [14], and its systems are created to help organizations to sell nore products and services to clients, satisfying their needs [15]. Building relationships will bring success and performance [16]. Relationship with customers means to fulfill the following objectives: maximizing the offered and the received value (from customer and from organization) and to focus on more markets of profitable customers. Organizations in order to survive must attract, retain, and grow the relationship with customers, thus it must communicate properly with them [17]. CRM represents an optimization focused on customer value and the integration of all custoemr-related processes in marketing, sales, and service [18].

The interactions are made in real-time and the exchange between the firm and the client is based on mutual benefits: the clients provide information necessary to offer products and services that will bring satisfaction to the clients and profit for the companies [19]. This interaction forms the basis for the relationships based on learning, collaboration, dialogue and value for both parts, becoming more intelligent with each successive interaction [20]. The more the client learns the company, the more the company can offer exactly what he wants and the client will invest in this relationship. The client and the company are advised to invest in the relationship they have, rather than looking for a new relationship that requires time and resources. Recognizing that customers are co-producers for the company, it should personalize its offer and strive to maximize its involvement in the production process, by knowing its needs and desires. The result is customer involvement in relational exchange and reaping benefits for both parties [21].

Organizations have developed an enormous diversified range of products and services to meet customer needs. Often, clients do not know their needs and very often do not know that certain organizations can offer them what they need [22]. That is why communication meets these requirements. Customers are constantly changing their behavior; they are harder to attract but also to remember because they have access to a lot of information about the products, services and offer of the competitors, but also because they choose to communicate using new means. Communication with customers through different touchpoints is the essence of CRM [23]. Customer retention is more profitable than attracting new customers for the following reasons [5]: the costs of acquiring new customers can be substantial; older customers tend to buy more; regular customers shop more often, and service costs are lower; satisfied customers are practically free of charge; customer retention makes entry into the market difficult for competitors.

In order to facilitate further cooperation, the organization must do every effort to have valuable relationships, positive impresions [24], and customer service, which is critical in cementing relationships; the company offers value and receives loyalty instead [5]; a customer is not starting to do business with a company, until is becoming loyal for it [25]. To be loyal for a company, a customer must repurchase [26], spend more and generate positive advertising, buy even te prices are rising [27], even if the company makes some errors or if it does not bring novelties [13], pay less attention to competitor's advertising [28]. Communication with clients can be done by using traditional tools: personal letters of thanks, sending questionnaires for completing, informing, involving clients in focus groups,

answering to customer complaints, or questions, face-to-face discussions, round tables, meetings, meetings, interviews, presentations, sending them annual reports, newsletters, inviting clients to certain events or seminars, visiting the company, converting them into donors; or tools based on technologies: electronic media, telephone, fax, digital marketing, website, email, messengers Viber, Telegram, WhatsApp, Skype, Zoom, Whereby, Discord [29-30].

According to studies, 74% of company-consumer relationships are those based on using in communication with them the phones or via email. Studies showed that 16% of communication is done with clients using e-mail and body language - it should be used so that inappropriate facial expressions, a posture or movements that create even more of a negative situation are not offered.

2.1.1.Using strategic communication model

Customized communication is representing the key to CRM process. The inconsistency of these programs represents a barrier to long-term communication with loyal customers as well as potential customers, resulting in customer frustration, more phones complainings, higher costs for customer service and loss of sales opportunities. Thus, poor communication leads to customer dissatisfaction and loss of the company's positive image on the market, of brand equity. In this case, the principle that 20% of the customers make 80% of the total sales volume of the organizations becomes more and more important. The efficiency of communication within CRM is based on the ability to engage consumers in dialogue, which leads to increasing their confidence in the brand.

Schuttler R. et al. developed a model necessary for communication improvement and is consisting in two laws of communication: law of communication number 1 who analyses the communication efficiency between managers and employees and the law of communication number 2 who analyses the efficiency of communication between employees and stakeholders [31]. In our case will analyse the communication process between employees and customers. As any ability, the communication will lead to success and confidence building, and to an increase in the degree of relationship, a decrease in the number of conflicts, complaints or the degree of trust, dissatisfaction by the simple clarity of the verbal or written messages, the influence of attracting, maintaining for the longest time and attracting new customers through effective communication.

The Law of communication nb.2 between employees and stakeholders devide the efficiency of communication process into three zones (Fig. 1):
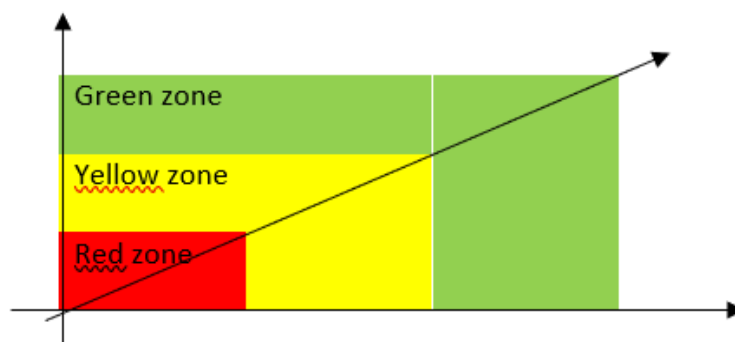

Figure 1. The three zones for nb.2 of Communication Law[32].

„The red zone" (danger)- when the organization is in this zone, the managers are authoritative, the communication is one way, tell others what, when and how to do, all is by-the-book, the messages are threatening, are not interesting in developing relationships, the

morale is low, the implications in developing new products is low. The authors say that this managers may need to be replaced [33].

„The yellow zone" (attention, be ready to stop)- because the employees are still not good communicators, the customers are not encouraged to relate or communicate to obtain value, satisfaction, utility or performance, seeking other organizations. The practices are still rigid and the culture is ambiguous.

„The green zone" (is good, but look out for any problem)- the mission and the objectives are clear and known by all the employees, there is feedback, is offered trust for customers, reductions, prices, vouchers, fidelization programs, enthusiasm, and high motivation of employees, continuous learning and development, the relationship with customers is on long-term and the customers are satisfied by happy employees. They are not looking for another job or another organizations.

2.1.2. Using 360 degrees communication model

The communication based on 360 degrees vision (Fig. 2) explains clearly the hystory a a client, of its contacts or the tools used to communicate [10]. It is important to get a holistic vision of all the business customers, to understand al the facets of customer identities, their uniqueness, but also their similarities.

Figure 2. The elements of 360^0 vision [10].

According to Condecido D., [10] there are four elements used to build the communication based on 360 degrees vision (Fig. 2):
- Demographic features: for B2C relationship: sex, race, age, income, educational level, location, etc., for B2B relationship: field, location, size and type of the company, used segments, etc.,
- Interactions- derives from the different communication channles used to get to the customers: e-mail, call centres, websites, activities, social media,
- The hystory of shopping- offers financial information, elements about te closed transactions, the moment of shopping, the volume of shopping, the size, the delivery method and moment and location methods used for paying.
- Customer experience- are analysed the interactions and the experiences of the company withits customers: requests, complaining, compliments, feedback, surveys, discussions, webinars, workshops, etc. Todey, customers engage in dialogue with

businesses and customer exerience is factored into service design and service delivery for enhanced value creation [32].

CRM is focused on targeted communication making everything is for everybody, all is global, selling everywhere, anytime, to anybody, anywhere [33]. The CRM is built on an information database or data warehouse connected with internet applications [34] and in such a data base are introdused [35]:

- Details about the contacts with clients: orders, selling teams,
- Details about the hystory of shopping: past shopping, loyalty cards,
- Details about demographic features of customers: order forms, cards applications,
- Details about psychographic features: surveys,
- Details about the customers: annual reports, official public documents, company website.

The 360 degrees vision offers an opportunity to create a solid foundation for the CRM solutions, to use tools necessary to register and assist the customer along the communication channels and to represent a startegic approach of the business in order to reduce the operational costs [36].

2.2. METHODS

If the organization would know what would be in the customers' minds, it offered exactly what the customer needs, but because it doesn't know, the organization makes studies to determine the customers' experience and to know from time its secrets against the competition.

For the customer, the supermarkets are representing sometime a real maze (continuous change of merchandise into the store, of the prices, bringing new products, and so on), and in order to find the way through the products wanted or new products, the organization and implicitly the sellers must offer continuously information, collaboration, communication and relationship, offering them the perfect solution to satisfy the clients needs and wishes using *the thread in the golden groove* in order to get the customer out from this maze. This thread is represented by an effective communication and relationship had by the frontline employees (sellers) with its customers. The opportunity for any business is at the intersection between customers wants and needs and the ability to meet them [37].

Using: Nb. 2 Communication Law [31], the pillars of the 360 degrees customer view- the demographic features, the interactions with customers, the history of shopping, and the customer experience, and mathematical simulation and modeling we can improve relationship with stakeholders, being suppliers, employees [38] or customers [39] and the organization performance.

The main objective of this research is to analyse the effeciency of communication and relationship between the analysed supermarket (from strategic reasons we denoted as supermarket from Targoviste, Dambovita county - ST) and its customers based on mathematical simulation. The research was made on 100 persons (57% were women and 64% from analysed persons were from urban area); 36% were under 25 years, 10% from 26-35 years category, 39% from 36-45 years and 15% above 46 years; 36% were under 2000 RON, 20% from 2001-3500 RON category, 35% from 3501- 5000 RON, and 9% above 5001 RON, thus, were chosen persons from all social, geographic and demographic categories.

Research hypothesis: H1- the relationship between ST and its customers is strong and bring profits; H2- the personnel plays an important role in relationship with the ustomers; H3-

the new technologies play a crucial role in relationship with the customers in the new tech-era; H4- the relationship between ST and its customers is based on loyalty.

   The tools used in this research are simulation and modeling, the Nb.2 Communication law [31], which analyses the efficiency of communication between organization and stakeholders (in our case the communication with the customers) and the 360 degrees client view [36] which is based on identifying customers needs using demographic characteristics, building relationships, using omnichannel communication, and using social media in order to improve interactions, steps used by the authors in the research. To observe better the relationship and the used tools and also the three analysed areas of relationships, the authors made a survey, and was applied on 100 persons (Table 1), customers of the analysed supermarket.

Table 1 The questions necessary for analysing the relationship between ST and its customers

Question	Responses								Scale	Score
Q1- You are a customer of this supermarket?	R1-yes	R2-no							Y/N	R1=100, R2=0
Q2-When you bought last time?	R1-today	R2-1-3 days ago	R3-4-6 days ago	R4-a week ago	R5-more then a week				5	S2=45x5+40x4+ 7x3+4x2+ 3x1/100= 4,22
Q3-What are the reasons you buy products only from this ST?	R1-quality	R2-price	R3-the only place I found them						5	S31=70x4+30x5/100 =4,3 S32=20x3+35x2+ 45x1/100= 1,75 S33=15x4+ 85x5/100=4,85
Q4-Analyse the following attributes in relationship with the ST	R1-serioz of pers	R2-amabpf pers	R3-prompt info on prod	R4-comm with pers	R5-athmo from ST	R6-merch	R7-loc c	R8-fluid proc	5	S41=3x18+4x45+ 5x37/100= 4,19 S42=4x43+ 5x57/100=4,57 S43=4x26+ 5x74/100=4,74 S44=3x7+4x33+ 5x60/100= 4,53 S45=2x15+3x17+ 4x40+ 5x17/100= 3,26 S46=2x6+3x16+ 4x32+ 46x 5/100= 4,18 S47=5x100/100=5 S48=1x23+2x15+ 3x17+4x25+ 5x20/100= 3,04
Q5-How important is that ST relates with you?									5	S5=4x27+ 5x73/100=4,73

Question	Responses								Scale	Score
Q6-How ST communicates with you?	R1-info about new prod	R2-reminds me about exist prod	R3-persuades me to buy	R4-main with me a LR rel					5	R61=2x16+3x12+4x27+45x5/100=4,01 R62=3x15+4x25+5x60/100= 4,45 R63=4x37+5x63/100=4,63 R64=3x17+4x27+5x56/100= 4,39
Q7-How ST makes relationship with you?	R71-Ads	R72-reccomm	R73-PLV	R74-merch	R75-red/coup/cont	R76-website	R77-mob app	R78-el. app p from ST	5	R71=3x12+4x29+5x 59/100= 4,47 R72=4x42+5x58/100=4,58 R73=3x20+4x21+5x59/100= 4,39 R74=1x6+3x8+4x28+5x58/100=4,32 R75=1x79+2x21/100=1,21 R76=1x14+2x20+3x66/100= 2,52 R77=1x67+2x33/100= 1,33 R78=1x100/100= 1
Q8-Info are transm by ST in real time?									5	R8=4x26+5x74/100=4,74
Q9-Do you think ST must improve its relationsip with the customers?									5	R9=1x78+2x22/100=1,22
Q10-What reccomm you may prop for ST?									No	R10-free answers

The three areas are presented below, according to the Nb.2. Law of communication (Fig. 3) and an ideea of the autors.
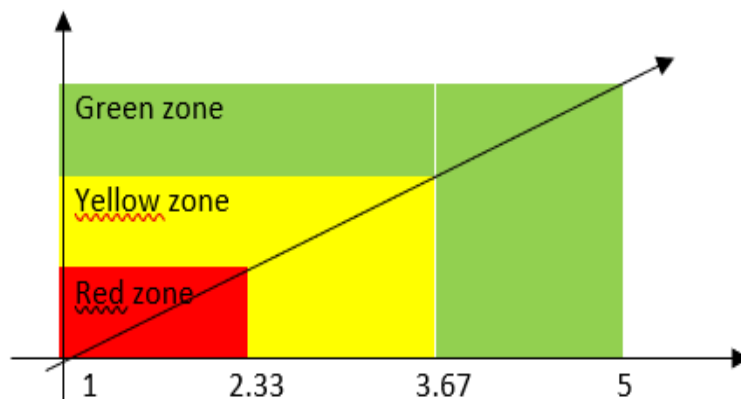

Figure 3. The model for the three zones based on score.

As it was added, the originality and novelty of this research is consisting in making a 5 points scale (mathematical simulation- based on building an equal statistical step for the 3 zones) scale in order to determine the score of each analysed characteristic and to be putted exactly on the analysed zone of the model. The opinions of the questioned persons were measured by using, a five-point Likert-type scale, anchored by the authors with the communication model as follows:

- "1-2.33" = communication is ineffective- specific for the red zone of the model,
- „2.34-3.66"= communication needs improvements- specific for the yellow zone, and
- "3.67-5" = communication is effective- specific for the green zone, the agreement or disagreement with a series of statements that characterize the factors affecting different aspect of communication and relationship process.

3. RESULTS AND DISCUSSION

3.1. RESULTS

Analysing the data obtained from the survey, were obtained for the thre zones the following scores:

The scores for the „Green zone" (scores between 3.67-5)

1.Shoping recency is very high, 45 responded that last time when they bought was today and 40 in the last 1-3 days.

$$S_{recency} = \frac{1*3+2*4+3*7+4*40+5*45}{100} = 4.22 \tag{1}$$

As we may observe the score for recency (Sr) is 4.22, so the relationship with the organization is almost every day. *The H1- the relationship with customers is strong is fulfilled.*
2.Quality and uniqueness of products

$$S_{quality} = \frac{4*70+5*30}{100} = 4.3 \tag{2}$$

$$S_{uniqueness} = \frac{4*15+5*85}{100} = 4.85 \tag{3}$$

As we may observe the quality (score is 4.3) and the uniqueness of products (4.85) are very important reasons for customers which are buying from this supermerket, having a good relation from these reasons. *H1- The relationship with customers is strong and fulfilled.*

3. Seriosity, amability of personnel, real-time info, merchandising and loccation of ST

$$S_{seriosity} = \frac{3*18+4*45+5*37}{100} = 4.19 \tag{4}$$

$$S_{amability} = \frac{4*43+5*57}{100} = 4.57 \tag{5}$$

$$S_{r-t\,info} = \frac{3*7+4*33+5*60}{100} = 4.53 \tag{6}$$

$$S_{merch} = \frac{2*6+3*16+4*32+5*46}{100} = 4.18 \tag{7}$$

$$S_{loccation} = \frac{5*100}{100} = 5.0 \tag{8}$$

The scores obtained for seriosity of personnel (4.19), for amability (4.57), for real-time offered information (4.53), for merchandising (the arrangement of goods from the supermaket) (4.18) and of location of the supermarket (5) reflect a positive and strong relationship with the customers. Thus, *H2- The personnel plays an important role in relationship with customers is fulfilled, obtaining scores above 4 (between 4.18 and 4.57).*

4. Relationship with customers

$$S_{rel\,with\,cust} = \frac{3*15+4*25+5*60}{100} = 4.45 \tag{9}$$

$$S_{info\,new\,prod} = \frac{2*16+3*12+4*27+5*45}{100} = 4.01 \tag{10}$$

$$S_{iperid\,remind} = \frac{3*17+4*27+5*56}{100} = 4.39 \tag{11}$$

Relations with customers obtained a score of 4.45, information on new products obtained 4.01, and maintain customers on long-term obtained- 4.39.

Again, H1- The relationship between ST and its customers is strong was obtaining big scores (between 4.01 and 4.45) and H1 is completely fulfilled.

5. Regarding the communication tools used in relationship with customers
5.1. the traditional tools obtained the following scores:
-for recommending to other customers- 4.58,

$$S_{recomm\,for\,others} = \frac{4*42+5*58}{100} = 4.58 \tag{12}$$

-for using advertising- 4.47

$$S_{adv} = \frac{3*12+4*29+5*59}{100} = 4.47 \tag{13}$$

-for using PLV- 4.39,

$$S_{PLV} = \frac{3*20+4*21+5*58}{100} = 4.39 \tag{14}$$

Thus, the traditional tools used in relationship with customers were obtaining a big score.

The diagnosis for the dangerous zones

Now, are presented the two zones considered dangerous for the analysed company, in order to develop a few solutions necessary to go near or right into the green zone:

The scores for the „Yellow zone" (scores between 2.34-3.66)

In this zone are situated the scores for:

1.athmosphere from the store (due to the reduced size of the store) obtained:

$$S_{atm} = \frac{2*15+3*17+4*40+5*17}{100} = 3.26 \tag{15}$$

2.communication tools - the website obtained:

$$S_{web} = \frac{1*14+2*20+3*66}{100} = 2,52 \tag{16}$$

Thus, the new technologies used in relationship with its customers were obtaining a low score, specific for yellow zone. Thus, the hypothesis *H3- The new technologies play an important role in communication with customers* is partially fulfilled (3,26 and 2,52) being almost near to the average.

The scores for the „Red zone" (scores between 1-2.33)

In this zone the scores obtained are for:
1.price

$$S_{price} = \frac{1*45+2*35+3*20}{100} = 1.75 \tag{17}$$

Obtaining a score of 1.75, is not an important reason to buy from this supermarket and implicitely a reason to have a good relationship with it, but having in mind the other scores for quality and for uniqueness of products, the consumers are choosing this supermarket. This means, the customers are loyal, no matter the price.

2. communication tools- offering reductions for loyal customers

$$S_{red\ for\ loyal\ cust} = \frac{1*67+2*33}{100} = 1.33 \tag{18}$$

This lower score of 1.22 and the score for using mobile applications is 1.33 denote that the analysed supermarket is not using these apps in order to attract the customers, especially the young ones who yuse these apps to buy or to ask info about the products or the price.
Representing the scores obtained on the three zones of communication is obtained the following graphical representation (Fig. 4).
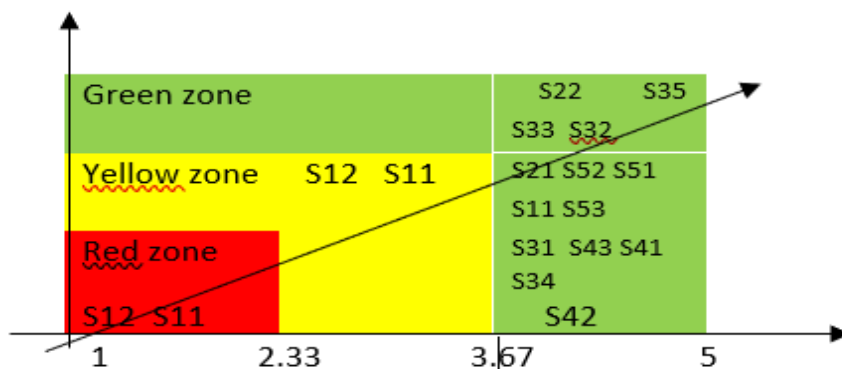
Figure 4. The scores of the analysed characteristics on the three zones of communication.

3.2. DISCUSSION

As we may observe, using mathematical simulation the organization has more analysed characteristics in the green zone, being an organization whose communication and relationship process is very efficient between the front office employees and the customers. In the yellow zone and in the red zone are a few analized characteristics, due to the lower scores. For that is imposed a plan with objectives and measures necessary for improvments, such as: developing or improving the website communication with customers, offering reductions and lower prices for loyal customers (or use the RFM model), use of fidelity card, develop relationship on long-term with these customers, and improve the athmosphere in the supermarket by using in order to attract, retaining and growing the number of valuable and loyal customers, such as: loyalty cards, more space among shelves, more advertising on PLV, more signals to announce new products (e.g. creating, based on senzorial marketing, *a coloured corner* made to attract the eyes of customers with more info, more advices, receipes, or a signaled *green corner* for bio products).

4. CONCLUSIONS

The communication with stakeholders and more important with customers may bring success or failure on the market. Mathematical simulation and the used models could improve this process between companies and its customers and the mutual value.

Analysing the communication and relationship between ST and its customers (using Likert scale), we may conclude, that: the scores for recency of purchase process (4.22), for uniqueness of products (4.85) and for their quality (4.3) conducted to a strong relationship with customers. That is the reason why it can be concluded that hypothesis *H1- There is a strong relationship between ST and its customers* is totally fulfilled. The scores for the seriosity of the personnel (4.19), amability (4.57), for real-time information (4.3) and for merchandising (4.18) conducted to the fact that, hypothesis *H2- The personnel play an important role in relationship with its customers* is totally fulfilled. The scores for communication with customers is made traditionally (obtaining big scores between 4.39 and 4.58) and virtually, using new technologies (but, the scores for relating using website is 2.52, for mobile app is 1.33 and for electronic app is 1, conducting to the fact that hypothesis H3 - The new technologies play an important role in communication/relationship with customers is

not fulfilled. Only for relating with customers using website (the score being over average-2.52) it can be said that is partially fulfilled. Scores for recency of purchase process (4.22), the reason to buy (the price obtained a score of 1.75), showing that the customers of ST are not sensitive to prices, score for the reason why they buy from this place, the loccation obtained a score of 5, the score for the recommendations obtained the score of 4.58, conducted to the fact that, the hypothesis H4 - *The relationship between the ST and its customers is based on loyalty* is totatlly fulfilled.

Thus, the communication programs with customers implemented in organizations must be developed by having in view some important objectives: using mathematical simulation in order to observe correctly the 3 analysed zones and the future problems, retaining valuable and loyal customers on long-term, making customres to grow the quantity buyed, but also the frequency, the recency and the amount, rethinking the importance of staff in measuring and monitoring the journey of customers into the store, motivating customers to imply in decisions taken beside the organization, managing efficiently the customers values, expertise, behaviour acquisition patterns, developing a mental process communication with customers based on feelings and emotions, developing a simple but sustainable communication process, collecting data for the data base to understand better the customers needs and improve relationship, using new technologies to improve relationships with customers (especially the website- interface, responses, offer, colours used, easy of use) and calculate performance indicators, using simulation and modeling, based on past data on customers, to observe future trends and issues with customers and performance, offer added value for customers and also for organization and employees.

The challenge to relate on a global market with customers and respond positively to the needs in continuous change, the organization must focus on the relationship created between the sellers and the other employees to build and maintain a strong relationship, meaning lower costs and use and implement better technology efficiency. Omnichannel communication became a challenge along SCM. To obtain high product and services quality, the organizations must motivate its employees and its customers and consider them its future partners, and only using a clear and integrated communication based on new technologies and a long-term relationship may achieve competitive advantage. The models implemented in the study case (the nb 2 Law of communication, mathematical simulation, and the 360 degrees client view) are showing a new solution to discover the weaknesses of the relationship process by determining the scores and added to a specific zone from the Law of communication, new way to discover customer needs and a way to maintain sustainable relationships with customers, considering them partners for a performant business.

REFERENCES

[1]   Brock, D., *Customer relationship marketing,* Scribl, 2019.
[2]   Tripathi, S., *CRM in pharmaceutical and healthcare marketing,* Clever Fox Pub., 2020.
[3]   Shanthi, R., *Customer relationship management,* MJP Publisher, 2019.
[4]   Horn, B., *The customer service revolution, AuthorHouse,* 2020.
[5]   Christopher, M. et al., *Relationship marketing: creating sharholder value,* Routledge, 2002.
[6]   Chevalier, M., Gutsatz, M., *Luxury retail and digital management,* John Wiley & Sons, 2020.
[7]   Levermann, T., *Customer relationship marketing,* BoD, 2018.

[8]   Rossi, P., Krey, N., *Finding new ways to engage and satisfy global customers,* Springer, 2019.

[9]   Zineldin M., Vasicheva V., *Technological tools for value-based sustainable relationships in health: emerging research and opportunities*, IGI Global, 2017.

[10] Condecido, D., *Digital CRM,* Write editions, 2019.

[11] Alt, R., Reinhold, O., *Social CRM,* Springer Nature, 2019.

[12] N'Goala, G. et al., *Augmented customer strategy,* John Wiley & Sons, 2019.

[13] Gomez-Bayona L. et al., *Revista de Ciencias de la Administración y Economía*, **10**(20), 331, 2020.

[14] Werro, N., *Fuzzy classification of online customers*, Springer, 2015.

[15] Webb, N., *What customers crave*, AMACOM, 2016.

[16] DiJulius, R.D., *The relationship economy,* Greenleaf Book Group, 2019.

[17] Florea, N.V., Duica, A., *Valahian Journal of Economic Studies*, **8**(22), 47, 2017.

[18] Stauss, B., Seidel, W., *Effective complaint management,* Springer, 2018.

[19] Buttle, F., Maklan, S., *Customer relationship management,* Routledge, 2019.

[20] Ballantyne, D., *Journal of Business & Industrial Marketing*, **19**(2), 115, 2004.

[21] Kleinatenkamp, M., *Relationship theory and business markets,* Emerald Group Pub., 2006.

[22] Abley, R., Goulding, S., *Relationship management in banking: principles and practice,* Kogan Page Pub., 2018.

[23] Boisvert, J., Khan, S.J., *Journal Of Strategic Marketing,* DOI: 10.1080/0965254X.2020.1864454, 2020.

[24] Aliekperov, A., *The customer experience model*, Routledge, 2020.

[25] Hyken, S., *The cult of the customer,* Sound Wisdom, 2020.

[26] Kumar Rai, A., *Customer relationship management: concepts and cases,* PhI Leraning, Pvt. Ltd., 2012.

[27] Knox, S.K. et al., *Customer relationship management,* Routledge, 2007.

[28] Manglik, R., *UGC Net commerce: 2020,* EduGorilla, 2020.

[29] Shkarlet, S. et al., *WSEAS Transactions On Environment And Development,* **16**, 415, 2020.

[30] Atkinson, F., *Customer care,* Frank Atkinson &Ventus Pub ApS, Bookboon.com, 2011.

[31] Schuttler, R. et al.*., Laws of communication: the intersection where leadership meets employee performance,* John Wiley & Sons, 2010.

[32] Hinson, R.E. et al., *Customer service management in Africa*, CRC Press, 2020.

[33] Jayaseelan, R. et al., *Social Sciences & Humanities Open,* DOI: 10.2139/ssrn.3596058, 2020.

[34] Ližbetinová L. et al., *Sustainability*, **12**(1), 227, 2020.

[35] Groucutt, J. et al., *Marketing: essential principles, new realities,* Kogan Page, 2004.

[36] Fatouretchi, M., *The art of CRM,* Packt Publishing, 2019.

[37] Dennis, S., *Remarkable retail*, Life Tree Media, 2020.

[38] Florea, N.V., Mihai D.C., *Journal of Science and Arts*, **3**(32), 229, 2015.

[39] Duica, M. C et al., *Economic Computation and Economic Cybernetics Studies and Research*, **53**(1), 265, 2019.