

The Influence of Content Marketing and CRM toward Brand Image and Brand Loyalty

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Abstract. Content marketing appears to be one of many social media marketing strategies to engage customers. On the other hand, with a lot of options customers are able to pick, it is quite a challenge for a brand to keep their customers to be loyal. Hence, Customer Relationship Management (CRM) becomes one of the powerful tools to maintain a beneficial and long lasting relationship with customers. The sample of this study consists of 100 respondents. The data were processed using SPSS 17 and analyzed with path analysis method. It is found that content marketing doesn't have a significant influence towards brand loyalty, but it does significantly influence the brand image. CRM has a significant influence towards both brand image and brand loyalty, and on the other hand brand image does have a significant influence on brand loyalty.

Keywords: Brand Image · Brand Loyalty · Content Marketing · CRM

1 Introduction

The existence of internet is also generating the development of e-commerce industry. In Indonesia, based on the Economic Census 2016 conducted by Central Bureau of Statistics, within the year of 2006 to 2016 there are 26,2 million e-commerce operated in the country. As customers become indecisive in terms of choosing which brand they want to buy products from due to technological advances they have nowadays, brand loyalty is what a company that runs its business in such competitive market sought to achieve. However, brand loyalty has a different definition of consumer loyalty, making these two variables cannot be mixed together. According to Saeed (2013), brand loyalty is a dedication of the customer to the brand to purchase it over and over again despite the influence of different marketing efforts of the competitors or other brands that may cause switching behavior.

There are a lot of ways for a company to build its brand image in order to gain brand loyalty. Advertisement and sales promotion might be the top two of it. As we know, social media usage is very common in today's world as a part of technological development invented from time to time. According to Telegraph's article in 2015, the average person has at least five social media accounts and spends at least 1 hour and 40 minutes browsing them every day. Indonesia is a country with the total population is around 255 million, and the active internet users takes up to 72.7 million people. Based on this fact, social media is definitely holding a role as the best tools for marketers to

do the sales promotion. Content marketing heavily involves social media (Murdock, 2014).

Content marketing is the process of developing and sharing relevant, valuable, and engaging content to target audience with the goal of acquiring new customers or increasing business from existing customers (Maksymiw, 2014). Creating an attractive content can bond relationship between brand and customer (Bunpis & Haron, 2013) because content marketing can drive awareness and lead engagement with opportunity to compensate traditional strategy (Bowden, 2009). In this information-driven era, customers request for factual and useful information to aid them in decision making process, because customers today know they have rights to choose what information to receive, in what kind of format that information is in and whether to believe the content (Hipwell & Reeves, 2013).

Delivering valuable content might help a company to attract new customers, but keeping the old ones is just as important in order to gain the brand loyalty. Customer relationship management (CRM) is a comprehensive approach for creating, maintaining and expanding customer relationships (Anderson & Kerr, 2002). Content marketing implications might lure customers to be more engaged with a brand, but CRM is the tool to keeping them and growing a depth relationship with the brand itself. CRM can be the single strongest weapon a manager has to ensure the customers become and remain loyal (Anderson & Kerr, 2002).

Content marketing is not really new in the marketing world itself, however, the digital era has turned it upside down. If in the 80s content marketing was spread from magazine to magazine, now the platform is becoming more viral and able to reach just anyone as the company wish. CRM is also not a new thing because it is widely known how important it is to build a strong bond with customers. However, the combination of both might resulting to an ultimate brand loyalty from customers, as the brand image will also probably get an impact.

In this study, researcher takes Zalora Indonesia to scrutinize whether the content marketing and CRM will have a significant impact in building a brand loyalty. Zalora Indonesia, a part of Zalora Group, is an online fashion store that established in 2012. In fact, Zalora Indonesia is becoming one of the most popular fashion online store in the country with more than 70,000 newsletter subscribers. Offering free shipping cost across the country, Zalora Indonesia is apparently successful in winning Indonesia's fashion lovers.

As it is previously mentioned, the purpose of content marketing is to engage more customers with a different kind of promotion than the traditional advertising. When customers get engaged, they will be loyal in the brand even if there are a lot of similar brands trying to offer a good proposal (Bunpis, 2013). The combination of content marketing and a well-managed customer relationship might will not only engaged more customers, but keeping them loyal with the brand.

2 Literature Review

It is crucial for the companies to have good content marketing to attract more customers to visit their page, follow the update news and finally repeat the purchase (Ahmad, Musa & Harun, 2015). Content marketing allows a firm to create rich, attractive, personalized message for its targeted audience, in order to form desired image in their

minds (O'Reilly, 2014). It is also will help a firm to build the brand image because content marketing efforts focus on what people perceived as being wrong with the brand and polish the messages the company sends to its leads, shareholders, customers, and followers (Millard, 2016).

2.1 Content Marketing

As content marketing means delivering valuable content, providing valuable information to customer will create brand loyalty and purchases in the future (Hakala, Svensson & Vince, 2012). However, the relationship can be seen explicitly through the impact of content marketing on customer brand engagement. A study conducted in 2013 by Bunpis and Haron analyzed how content marketing can affect customer brand engagement and ultimately leads to some sort of loyalty. The valuable content can make trust and consumer confidence, and influence the perception and purchase intent of consumers (Bunpis & Haron, 2013). Bowden (2009) urges that customer brand engagement is psychological basic to push consumers become increasingly loyal to a brand, which added by Bunpis and Haron (2013) that the brand engagement through content marketing will add a level of commitment and trust which lead to repeated purchasing behavior and brand loyalty.

2.2 Customer Relationship Management

A study conducted by Brahmasari and Panjaitan (2016) on how CRM can influence brand image of Indonesian National Army Level II Hospitals, shows that CRM has a significant influence on brand image. This finding is supported by a study conducted by Lingavel (2015), as it found a great influence from CRM towards brand equity. Brand equity has five underlying dimensions, including brand performance, brand value, trustworthiness, commitment, and brand image (Lingavel, 2015). CRM help in monitoring a real-time customer insight, allows businesses to manage the language of marketplace and ensure their values align with the targeted customers and ultimately makes customers feel involved (CRM Compass, 2015). Therefore, CRM is able to create exceptionally positive customer experience that also able to form an image in customer's mind. The relationship between CRM and brand image also can be explained by a statement proposed by Nyadzayo & Khajehzadeh (2016) that said a positive brand image is expected to strengthen the effects of service quality, satisfaction and value on customer loyalty via CRM quality.

Wali, Wright and Uduma (2015) revealed that CRM has strong impacts on brand loyalty. If a firm established a close relationship with its customers, it would enable them to understand when customers taste and want has taken a new direction in order to meet their expectations, resulting a positive brand loyalty behavior. Implementations of CRM practices can impact on customers' ability to get committed with the brand. One of the objectives of CRM process is to build customers profitability and loyalty via a bonded relationship between the business and its customers (Reinartz & Kumar, 2006). Eventually, customers will return and repeatedly purchase the products, spend more time with the brand, and become more loyal towards the brand (Balaji, 2015).

2.3 Brand Image

Brand Images is believed to have an immense influence on consumer satisfaction and brand loyalty (Saeed *et al.*, 2013). A study by Stocchi, Driesener & Nenycz-Thiel (2015) urges that the existence of a positive relationship between brand image and brand usage is one of the earliest empirical patterns documented, and has commonly been used to justify a positive impact of brand image on brand loyalty. Brand image, as it is automatically formed in consumers' mind, is actually the objective and mental feedback of the consumers when they purchase a product (Natarajan & Sudha, 2016), therefore a positive brand image will be able to enhance the brand value of organization.

2.4 Brand Loyalty

American Marketing Association described brand loyalty as the situation in which consumer generally buys the same manufacturer-originated product or service repeatedly over time rather than buying from multiple suppliers within the category. It reflects a customer's commitment to remain in a relationship for a long period of time with a brand (So, Andrew & Yap, 2013). Brand loyalty leads to certain marketing advantages such as reduced marketing costs, more new customers and greater trade leverage (Algesheimer *et al.*, 2005). Thus, because of this reason, it is something very essential for every firm to have their brands with loyalty from customers

The role of brand image itself is to give consumers overall values of products and lure them to have the intention of purchase again and again—this theory clarifies the relationship between brand image and brand loyalty, because according to Natarajan & Sudha (2016) brand loyalty comes as a stepping stone that makes consumers to express their belief and trust over a specific brand to be bought again and again. Therefore the hypothesis can be proposed as follows:

H1 : Content marketing has a positive impact on brand image.

H2: Content marketing has a positive impact on brand loyalty.

H3: Customer Relationship Management has a positive impact on brand image.

H4: Customer relationship management has a positive impact on brand loyalty.

H5: Brand image has a positive impact on brand loyalty.

3 Methodology

3.1 Research Design

The aim of this study is to analyze the influential variables of brand loyalty using a causal research design. Causal research, also known as explanatory research, is type of research that investigates the cause-and-effect relationships (Brains *et al.*, 2011). Dependent, Independent and the mediator variable in this research are Brand Loyalty (Y2). Content Marketing (X1) and Customer Relationship Management (CRM) (X2) Brand Image (Y1). Likert scale used in this research.

3.2 Data Collected

This research used questionnaire to collect the primary data, distributed directly to the selected respondents, and in online form to be distributed through some social media messenger platform such as LINE, WhatsApp, Facebook, and Twitter.

3.3 Population and Sample

Population is the citizen of Pontianak that have purchased products from Zalora Indonesia repeatedly, sample is a finite part of a statistical population whose properties are studied to gain information about the whole (Webster, 1985). In this research, the sampling method that used is non-probability sampling, characteristic is that samples are selected based on the subjective judgement of the researcher. The sampling technique used is purposive sampling, In order to determine the minimal sample size from the unknown number, it can be found by using the following formula (Lemeshow *et al.*, 1990):

$$n = \frac{Z_{1-\alpha/2}^2 P(1 - P)}{d^2}$$

Whereby:

n : number of sample

Z : number of standard error, which is 95% = 1,96 with P = 0.5

d : confidence interval (precision), which is 10%

3.4 Validity and Reliability Test

The data collected for this research analyzed with SPSS (Statistical Package for the Social Science) Software. Validity tries to asses whether a measure of a concept really measures that concept, that is, the extent to which the concept measurer the thing it was designed to measure (Singh, 2007). Reliability test shows stability of instruments in describing the symptoms. In this research, the reliability test will be conducted with SPSS Software and equipped with *Cronbach Alpha* (α). *Cronbach Alpha* (α) is a statistic that generally used as a measure of internal consistency or reliability of a psychometric instrument like Likert data (Sumedi, 2016). A constructed item will be considered reliable if it has *Cronbach Alpha* (α) higher than (>) 0.60.

3.5 Classical Assumption Test

Classical assumption test is the assumption that must be met in the linear analysis based on *ordinary least squares* (OLS). The classical assumption test used are normality, multicollinearity, heteroscedasticity, and linearity.

3.6 Path Analysis

The method used in analyzing the data collected is path analysis. In this research particularly, the path model is set to hypothesized causal relation among variables,

which how Content Marketing (X1) and Customer Relationship Management (X2) influence Brand Loyalty (Y2) through Brand Image (Y1) as mediator.

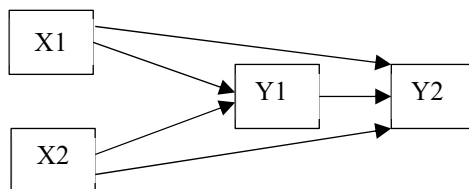


Fig. 1. Path Analysis Model.

Information :

X1 : Content Marketing, X2: Customer Relationship Management, Y1 : Brand Image, Y2: Brand Loyalty

The coefficient of determination used to see the effect of the independent variable (X) on the mediator variable (Y1) and dependent (Y2). R^2 helps in assessing the goodness of fit of a regression equation. It is widely accepted in the social and psychological applications that an R^2 of above 75 per cent is very good; between 50–75 percent is good; between 25–50 percent is fair and below 25 per cent is poor and in the given case, we can term the model to be good (Singh, 2007). T test is used to determine whether each of the independent variables individually significant influence on the dependent variable. In condition; if $t_{\text{value}} > t_{\text{table}}$, so it is significant, there is the influence of the independent variables. Otherwise, if $t_{\text{value}} < t_{\text{table}}$, so it is not significant. The formula below are used:

$$t = r \frac{\sqrt{n-2}}{\sqrt{1-r^2}}$$

Whereby:

t = t count, r = Correlation Coefficient, n = Number of data

4 Result and Discussion

4.1 Result

Content marketing and customer relationship management influence the brand image. The F_{value} is 47.128. Meanwhile, with calculating the df_1 ($k-1 = 3-1 = 2$) and df_2 ($n-k = 100-2 = 98$) with the level of significance is 0,05, the F_{table} is 3.090. This means the F_{value} is higher than ($>$) the F_{table} . Thus, it can be concluded that the independent variables that include content marketing and customer relationship management simultaneously impact brand image..

Content marketing, customer relationship management, and brand image influence brand loyalty. It can be seen that the F_{value} is 26.912. Meanwhile, with calculating the df_1 ($k-1 = 4-1 = 3$) and df_2 ($n-k = 100-3 = 97$) with the level of significance is 0,05, the F_{table} is 2.70. This means the F_{value} is higher than ($>$) the F_{table} . Thus, it can be concluded

that the independent variables that include content marketing, customer relationship management, and brand image influence brand loyalty.

The calculated value of R is 0,702 which means it is quite close to 1. Thus, it can be concluded that content marketing, customer relationship management, and brand image have a very strong relationship. Meanwhile, the value of R square is 0,493. This means that both content marketing and customer relationship management have an influence toward brand image as much as 49,3%. The other 50,7% is influenced by other factors.

The result of the test with intervening variable, the value of R is 0,676, which is close to 1. This means, the relationship between content marketing, customer relationship management, brand image, and brand loyalty as variables is very strong. Meanwhile, the value of R square is 0,457, which means the independent variables (content marketing, customer relationship management, brand image) have an influence toward the dependent variable (brand loyalty) as much as 45,7% and the other 54,3% is influenced by other factors.

The multiple linear regression 1st model from the result shown in the Table 1 is:

$$Y_2 = b_1X_1 + b_2X_2 + e$$

$$Y_2 = 0,226X_1 + 0,543X_2 + e$$

Description:

Y₂ : dependent variable (brand loyalty), X₁: Independent Variable 1 (Content Marketing),

X₂ : Independent Variable 2 (Customer Relationship Management), b₁, b₂ : Standardized Coefficients, e: Error.

Table 1. Multiple Linear Regression Model Test Result without Intervening Variable.

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	4.017	1.115		3.604	.000
Total_CM	.220	.088	.226	2.512	.014
Total_CRM	.660	.110	.543	6.022	.000

a. Dependent Variable: total_bi

Source: primary processing data, 2017

The multiple linear regression 1st model from the result shown in the Table 2 is:

$$Y_2 = b_1X_1 + b_2X_2 + b_3Y_1 + e$$

$$Y_2 = 0,023X_1 + 0,451X_2 + 0,293Y_1 + e$$

Description:

Y₁: Mediating Variable (Brand Image), X₁: Independent Variable 1 (Content Marketing), X₂: Independent Variable 2 (Customer Relationship Management), b₁, b₂ : Standardized Coefficients, e: Error

This test is used to determine whether each of the independent variables individually significant influence on the dependent variable. In condition; if $t_{\text{value}} > t_{\text{table}}$, so it is significant, there is the influence of the independent variables. Otherwise, if $t_{\text{value}} < t_{\text{table}}$, so it is not significant. It can also be done by comparing the significant value to the

value of $\alpha = 5\%$. The first t test is performed to examine the effect of content marketing (X1) and customer relationship management (X2) on brand image (Y1), with the hypothesis as follows:

H₁: content marketing has a significant impact on brand image.

H₂: customer relationship management has a significant impact on brand image.

Table 2. Multiple Linear Regression Model Test Result with Intervening Variable.

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	
		B	Std. Error	Beta	
1	(Constant)	5.029	1.437		3.500
	total_bi	.341	.123	.293	2.779
	Total_CRM	.510	.110	.451	4.657
	Total_CM	.032	.155	.023	.208
					.836

a. Dependent Variable: total_BL

Source: primary processing data, 2017

Table 3. T-Test Result without Intervening Variable.

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	
		B	Std. Error	Beta	
1	(Constant)	4.017	1.115		3.604
	Total_CM	.220	.088	.226	2.512
	Total_CRM	.660	.110	.543	6.022
					.000

a. Dependent Variable: total_bi

Source: primary processing data, 2017

Table shows the result of the processed data using SPSS 17. It shows that the t value Content Marketing (X1) on Brand Image (Y1) is 2,512, which is higher than (>) the t table 1,988. Then, the significant level is in the amount of 0,014 which means it is less than (<) 0,05. It can be concluded that the effect is quite significant. Thus, Hypothesis 1 is accepted. Meanwhile, it is also shows the t value of Customer Relationship Management (X2) on Brand Image (Y1) is 6,022 that is higher than (>) the t table 1,988. The significant level is seen as much as 0,000 which is clearly less than (<) 0,05. Then it is can be said that the effect is also significant. Thus, Hypothesis 2 is accepted. The second t test is performed to examine the effect of content marketing (X1), customer relationship management (X2), brand image (Y1) on brand loyalty (Y2), with the hypothesis as follows:

H₃: content marketing has a significant impact on brand loyalty.

H₄: customer relationship management has a significant impact on brand loyalty

H₅: brand Image has a significant impact on brand loyalty.

Table 4. T-Test Result with Intervening Variable.
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.029	1.437		3.500	.001
	total_bi	.341	.123	.293	2.779	.007
	Total_CRM	.510	.110	.451	4.657	.000
	Total_CM	.032	.155	.023	.208	.836

a. Dependent Variable: total_BL

Source: primary processing data, 2017

The t value of content marketing (X1) on brand loyalty (Y2) is 0,208. The t value seems to be less than ($<$) the t table which is 1,988. The significant value is as much as 0,836, which is higher than ($>$) 0,05. Thus, it can be said that the effect is not significant, and therefore the H_0 of Hypothesis 3 is rejected. On the other hand, Table 4 shows the t value of customer relationship management (X2) on brand loyalty (Y2) which is in the amount of 4,657. The t value for those variables are higher than ($>$) the t table which is 1,988. The significant value of customer relationship management (X2) on brand loyalty (Y2) is 0,000. This value is less than ($<$) 0,05. Thus, it can be concluded as the effect is quite significant and the Hypothesis 4 is accepted. Brand image (Y1) on brand loyalty (Y2) shows a t value as much as 2,779 which is higher than ($>$) the t value 1,988. The significant value of those variables is as much as 0,007 which is less than ($<$) 0,05. Thus, it can be said that the effect is significant and the Hypothesis 5 is accepted.

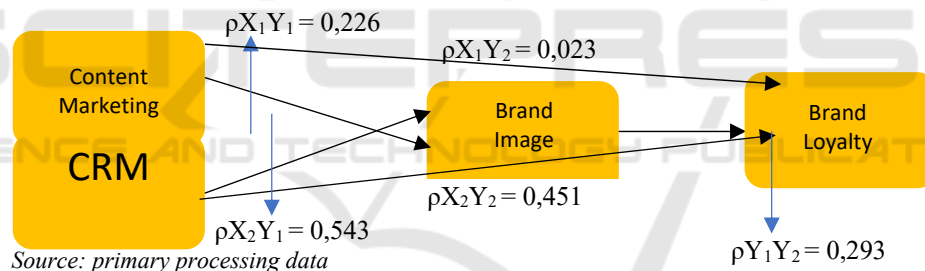


Fig. 2. Path Diagram.

Table 5. Recapitulation Test Result of Path Analysis.

Direct effect from X1 to Y2	0,023
Indirect effect from X1 to Y1 to Y2	$(0,226 \times 0,293) = 0,066$
Total influence from X1 to Y2	$0,023 + 0,066 = \mathbf{0,089}$
Direct effect from X2 to Y2	0,451
Indirect effect from X2 to Y1 to Y2	$(0,543 \times 0,293) = 0,129$
Total influence from X1 to Y2	$0,451 + 0,129 = \mathbf{0,580}$
Direct influence from Y1 to Y2	0,293

Source: primary sourcing data, 2017

It can be seen that all of the independent variables (content marketing and customer relationship management) have a positive relationship with the dependent variable (brand loyalty). It can be interpreted as when there is an increase of X_1 , there will be an increase of Y_2 with the assumption other independent variables are constant. When there is an increase of X_2 , there will be an increase of Y_2 with the assumption other independent variables are constant.

4.2 Discussion

The variable content marketing's influence on brand loyalty has been tested. The result comes out as not significant. Content marketing has a role to engage potential customers through social media platform, in order for them to be interested in getting involved with the brand. Content marketing taps into the first two stages of the buying process by raising awareness of solutions and educating consumers about a product they may have never considered before (Steimle, *Forbes*, 2014). Hence, content marketing's role for a brand is only to attract the customers, not keeping the old customers to be loyal.

However, the processed data shows there is a significant influence of content marketing towards brand image. The respondents of this study are active social media users who the majority of them had been stumbled upon the content Zalora Indonesia shared through its social media platform. According to Pulizzi (2013), today's content marketing heavily involves social media because those networks are vital to the success of content marketing efforts. Delivering valuable content, the practice of content marketing will allow firms to build deep engagement with their customers. Thus, it can be said that the content Zalora Indonesia has been delivered to its social media followers have successfully and heavily shaped its brand image as the leading online fashion store.

There are many ample research on how CRM affect the image of a brand. CRM has been known as a powerful tool to create a positive experience for customers and form an image in customers' mind. This research has tested the variable CRM's influence on brand image using SPSS 17, and the result is there is a significant influence. This research shows that the majority of the respondents agree on the constructed items to test the variable CRM. Zalora Indonesia, as an online fashion store, has multiple ways in maintaining the relationship with its customers in order for them to have a positive experience with the brand.

A study conducted by Wali, Wright and Uduma (2015) proposed that if a firm established a close relationship with its customers, it would enable them to understand when customers taste and want has taken a new direction in order to meet their expectations, resulting a positive brand loyalty behavior. With the result shows in this study the variable CRM has been tested to have a significant influence and positive impact on brand loyalty. As a tool to build an in depth relationship with customers, if CRM done right it could gain a loyalty towards the brand from customers.

Brand image seems to have a strong influence towards brand loyalty. This finding is supported by a previous research by Saeed, *et al.* (2013) that confirmed there is a positive relationship between brand image and brand loyalty. According to numerous marketing and psychology literatures, researchers believe that brand image can be viewed as a set of relative localization, identical quality guaranteeing and the function attribute of the product and service which make consumers reflect their self-image and which help make purchase decisions (Aghekyan-Simonian *et al.*, 2012). Zalora

Indonesia has been maintaining its image as an online fashion store offering premium quality products for people who love fashion.

5 Conclusion

Based on those findings, the processed data also showing a few results that can be concluded as Content marketing has a significant influence on brand image. The t test result shows the significant value is higher than the α . Content marketing does not have a significant influence on brand loyalty, as the t test result shows significant value of the independent variable is higher than the α . Customer relationship management has a significant influence on brand image by which the significant value shown on the t test result comes out higher than the α . Customer relationship management has a significant influence on brand loyalty. The significant value of the independent variable shown on the t test result appears to be higher than the α . Brand image has a significant influence towards brand loyalty. Brand image's significant value comes out to be higher.

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