The Effect of Customer Relationship Management on Brand Loyalty: A Case Study on the Body Shop Indonesia's Customers

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Abstract

This study aims to analyze the benefits of Customer Relationship Management (CRM) on Brand Loyalty for cosmetic consumers of The Body Shop Indonesia. The main idea of CRM is to share benefits to customers, allow it to complicate competition costs, encourage companies to increase customer loyalty to a product brand. Multiple regression analysis is applied to analyze the relationship between CRM on Brand Loyalty. The questionnaire was distributed to respondents by using self-administrative questionnaire and purposive sampling. Numbers of samples are 110 people and they are The Body Shop members. The results portrays that CRM which are Continuity Marketing, One-to-One Marketing along with Partnering Program have positive and significant effect on Brand Loyalty.

Keywords: Brand Loyalty, Customer Relationship Management, Customer Loyalty

Introduction

Woman and cosmetic industry are two inseparable components. The unique and principle of woman characteristics are beauty and splendor (Kartini, 2006) and one of the ways to meet them by cosmetics. For women who hunger in keeping beautiful performance, cosmetic industry is challenged to regularly grow up being terribly promised job. Cosmetic market in Indonesia is enlivened by either local products or imported one from foreign cosmetic companies. Within strict competition, cosmetic industry has to work hard creating Brand Loyalty on its progress. It relates to company strategy to stick its customer and appeal the new ones who are loyal on particular brand. Therefore, a developed strategy to boost consumers' loyalty on a product although there are many other products comes up.

The Body Shop is Green and ethical brand and it came to Indonesia in 1992 under PT Monica Hijau Lestari. One of the Body Shop outlets in Indonesia has been available in the city of Padang, West Sumatera. According to Durianto (2001), loyal customer is commonly going to use particular brand regularly even though there are many other alternative products as competitors offer primer ones in some attributes. Brand Loyalty in product is expected to drive the Body Shop as one of consumers' choice for the future. Relationship-based approach has to be committed to comprehend what are customers needed and wanted as long term assets (Barnes, 2003). In this case, a customer relationship management (CRM) has to be developed. The core idea of CRM beneficials for customer, resist to competition with other competitors, thus it allows company to enhance customers' loyalty on a product brand. According to Mc Leod (2007), customer relationship management (CRM) is consisted of three indicators: Continuity Marketing, One-to-One Marketing, and Partnering Program. Natania (2013) study at The Body Shop Indonesia through membership program "Love Your Body" in July-December 2013" reported that customer relationship management strategy is elevatable Brand Loyalty on its customers.

Oliver (1996) Customer loyalty is deafly held commitment to re-buy or re-patronize a preferred product or service consistently in the future, despite situational influences and marketing efforts having the potential to cause switching behavior. Aaker (1996) assumes that a loyal consumer base represents a barrier to entry, a basis for a price premium, time to respond to competitors, and a bulwark against deleterious price

completion, and brand loyalty is a core dimension of brand equity. In addition, brand loyalty is the final destination of brand management, and if a company wants to test the weakness or strength of its customers' loyalty, it can easily check whether consumers still favor its product in contrast to competitors.

Brand loyalty is the attitude of consumers in purchasing by prioritizing a particular brand based on the experience of the use of the brand (Deighton, Henderson, & Neslin, 1994; Aaker, 1991; Chi, et, al, 2009). Assael (1998) defines that brand loyalty is that consumers satisfy their past experience in use of the same brand and incur repurchase behavior. Brand loyalty is the virtue of the brand chosen by consumers because of its satisfaction so it does not consider other brands when buying a product (Baldinger & Rubinson, 1996; Cavero & Cebollada, 1997; Chi, et, al, 2009). Brand loyalty represents a repurchase commitment in the future purchase that promise consumers will not change their brand loyalty in different situations and still buy their favorable brands (Oliver, 1999). Bloemer and Kasper (1995) argue that a real brand loyalty should include brand preferences and repurchase behaviors that present in a long term commitment, brand commitment and psychological processing (decision making and evaluation) function while Fornell (1992) proposes that brand loyalty can be measured from customer repurchase intention and price tolerance. So brand loyalty is a tangible manifestation of a consumer's long-term commitment in prioritizing and intending to buy back from a product with the same brand and is not price sensitive. Consumers with a strong commitment to a particular brand will constantly search for any marketing activity related to the brand. It is very hard to say that consumers hold brand loyalty. Action loyalty indicates that consumers not only have preferences to a specific brand but also perform purchase action repetitively, and become action inertia (Chi, et, al., 2009).

According to Kotler and Keller (2009) defines customer loyalty as "The long term success of the particular brand is not based on the number of consumers who purchase it only once, but on the number who becomes repeat purchase". Through this definition, Kotler and Keller (2009) want to explain that consumers will be loyal measured through three things below, namely: Word of mouth, recommending others to buy or refer to others. Another reject, refusing to use other products or showing immunity to the pull of competitors. Repeat purchasing, how often do repeat purchases.
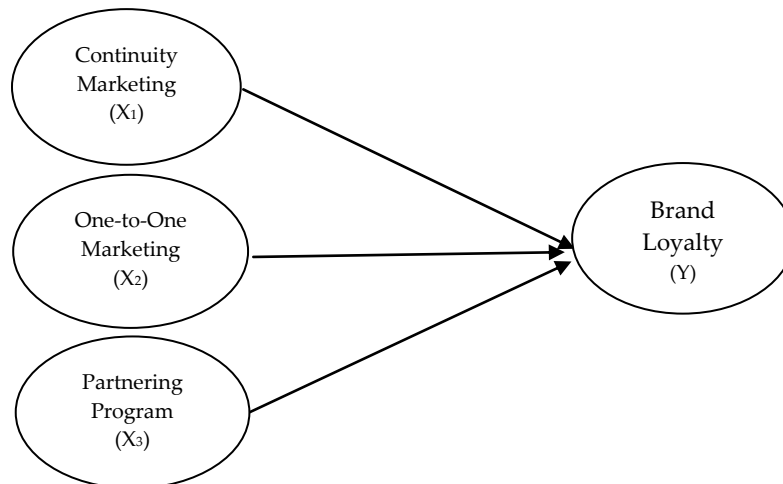
Figure 1 The Conceptual Framework

Hypothesis

According to Mc Leod (2007) that some indicators of Customer Relationship Management are: Continuity Marketing, One-to-One Marketing, and Partnering Program. Based on the description have been elaborated in term of the effect of Brand Loyalty on Customer Relationship Management, then it can be posed hypotheses as follows:

H1: Continuity Marketing has positive and significant effect on Brand Loyalty of The Body shop Indonesia's customers.

H2: One-to- one marketing has positive and significant effect on Brand Loyalty of The Body shop Indonesia's customers.

H3: Partnering Program has positive and significant effect on Brand Loyalty of The Body shop Indonesia's customers.

H4: Continuity Marketing, One-to-One Marketing and Partnering Program as CRM program simultaneously has positive and significant effect on Brand Loyalty of The Body shop Indonesia's customers.

Methods

This study is associative. According to Sugiono (2003), associative study is a kind of study asks for relationship between two or more variables which coincidentally come up in simultaneous. Number of sample in this study is 110 people. Sampling technique used is non probability sampling-purposive sampling technique. Data collecting is by using research instrument, questionnaire has been examined its validity and reliability. Scale used is likert scale and multiple linear regression analysis with SPSS version 16.0 for Windows program used for hypothesis test.

Results and Discussion

Based on the research questionnaires distributed to 110 respondents, it could be recognized that research respondents' demography on th e table 1 below.

Table 1 The Demographic Profile of Respondents

Category	Frequency	%
Age:		
< 20 years old	20	18
21 to 30 years old	52	47
31 to 40 years old	30	27
> 40 years old	8	7
Gender:		
Female	106	96
Male	4	4
Educational Background:		
Senior High School	28	25
Diploma	30	27
Bachelor	42	38
Postgraduate	10	9
Occupation:		
College student	28	25
Government employee	20	18
Private Employee	52	47
Entrepreneur	7	6
Others	3	3

Source: Processed Data, 2019

Based on the table 1, it could be discerned that majority of respondents were young females and they were dominated by less than 40 years old, their highest educational background were bachelor and diploma, majority of their occupation were employees. This result represented that The Body Shop Indonesia's customers in the city of Padang were partly young and well educated females. They worked as employee in private companies in Padang.

According to Muljono (2003), instrument is a tool fulfills academic standard and it can be used to quantify an object or collect data regarding to a variable. To obtain the collected data, then it used validity and reliability tests. Validity test uses correlation value, Corrected Item-Total Correlation.

Table 2 Validity Test for Brand Loyalty (Y)

Number	Indicator	Item Number	*Corrected Item Total correlation*	cut off	Summary
1	Needs Fulfiller	Y.1	0.508	0.361	Valid
		Y.2	0.661	0.361	Valid
		Y.3	0.883	0.361	Valid
2	The High Value of Purchasing	Y.4	0.502	0.361	Valid
		Y.5	0.753	0.361	Valid
		Y.6	0.792	0.361	Valid
3	Informing	Y.7	0.427	0.361	Valid
		Y.8	0.753	0.361	Valid
		Y.9	0.608	0.361	Valid
4	Recommendation	Y.10	0.454	0.361	Valid
		Y.11	0.427	0.361	Valid
		Y.12	0.684	0.361	Valid
5	First Choice	Y.13	0.753	0.361	Valid
		Y.14	0.551	0.361	Valid
		Y.15	0.398	0.361	Valid

Source: Processed Data, 2019

In this section, an instrument is stated valid if each item indicates *corrected item total correlation* value ≥ 0.361 (n=30). Within its measurement, Brand Loyalty (Y) variable used 15 statement items. Referring to the test has been done, then it could be obtained the summary as in the following table (Table 2). On the Table 2, from 15 statement items of Brand Loyalty (Y) variable, each of item coefficient corrected item total correlation pointed out that value ≥ 0,361 (n=30). It signified that the validity test result of Brand Loyalty (Y) might be stated valid and data processing might be processed further.

Independent variable used in this study is Continuity Marketing (X_1). Within its measurement, Continuity Marketing (X_1) variable used 9 statement items. Regarding to the test result has been done, then it obtained the summary on the Table 2. Referring to the Table 3 that 9 statement items of Continuity Marketing (X_1), each of coefficient item, corrected item total correlation represented value ≥ 0,361 (n=30), thus it could be elucidated that the validity result of Continuity Marketing (X_1) might be stated valid and data processing might be processed further.

Table 3. Validity Test for Continuity Marketing (X_1)

Number	Indicator	Item Number	*Corrected Item Total correlation*	cut off	Summary
1	Maintaining and Elevating Loyalty	$X_1.1$	0.658	0.361	Valid
		$X_1.2$	0.627	0.361	Valid
		$X_1.3$	0.554	0.361	Valid
2	Rewarding through Service Right	$X_1.4$	0.582	0.361	Valid
		$X_1.5$	0.747	0.361	Valid
		$X_1.6$	0.558	0.361	Valid
3	Sustainable Completeness Program	$X_1.7$	0.568	0.361	Valid
		$X_1.8$	0.628	0.361	Valid
		$X_1.9$	0.747	0.361	Valid

Source: Processed Data, 2019

The second independent variable used in this study is one-to one marketing (X_2). Within its measurement used 9 statement items. Based on the test result has been committed, then it obtained the summary as in the Table 4. It could be discerned that 9 statement items of one to one marketing (X_2) variable, each of coefficient

item corrected item total correlation depicted value ≥ 0,361 (n=30). It disclosed that the validity test result of One-to-One Marketing (X_2) might be stated valid and data processing might be processed further.

Table 4. Validity Test for One-to-One Marketing (X_2)

Number	Indicator	Item Number	*Corrected Item Total correlation*	*Cut off*	Summary
1	Individual Information	$X_2.1$	0.816	0.361	Valid
		$X_2.2$	0.696	0.361	Valid
		$X_2.3$	0.547	0.361	Valid
2	Consumer Business Development	$X_2.4$	0.816	0.361	Valid
		$X_2.5$	0.474	0.361	Valid
		$X_2.6$	0.718	0.361	Valid
3	Consumer Engagement	$X_2.7$	0.547	0.361	Valid
		$X_2.8$	0.531	0.361	Valid
		$X_2.9$	0.816	0.361	Valid

Source: Processed Data, 2019

The last independent variable used in this study is Partnering Program (X_3). Partnering Program (X_3) variable within its measurement used 9 statement items. Regarding to the test result has been done, then it could be obtained summary as the table 5 below.

Table 5. Validity Test for Partnering Program (X_3)

Number	Indicator	Item Number	*Corrected Item Total Correlation*	*Cut off*	Summary
1	Source and skill integration	$X_3.1$	0.747	0.361	Valid
		$X_3.2$	0.831	0.361	Valid
		$X_3.3$	0.607	0.361	Valid
2	Marketing cooperation	$X_3.4$	0.623	0.361	Valid
		$X_3.5$	0.785	0.361	Valid
		$X_3.6$	0.618	0.361	Valid
3	Partnership relation	$X_3.7$	0.475	0.361	Valid
	Con's Table				
		$X_3.8$	0.719	0.361	Valid
		$X_3.9$	0.589	0.361	Valid

Source: Processed Data, 2019

Based on the Table 5, it could be seen that 9 statement items of Partnering Program (X_3) variable, each coefficient item of corrected item total correlation pointed out value ≥ 0,361 (n=30). It meant that the validity test result of Partnering Program (X_3) might be stated valid and data processing might be processed further.

Reliability is an index indicating how far an instrument can be trusted or reliable. According to Ghozali (2005), a questionnaire is stated reliable if somebody's answer to question is consistent or stable time by time. The good research is if Cronbach's Alpha (α) value is getting close to 1. In addition, an instrument is stated reliable if α value ≥ 0,6. This study's instrument reliability was committed by reliability analysis with SPSS ver. 16.0 for Windows. From the test result that has been done, it obtained data test result as follows:

Table 6. The Result of Reliability Test Recapitulation

Variable	Cronbach's Alpha	Summary
Brand Loyalty (Y)	0.905	Reliable
Continuity Marketing (X_1)	0.877	Reliable
One-to-One Marketing (X_2)	0.893	Reliable
Partnering Program (X_3)	0.899	Reliable

Source: Processed Data, 2019

On the table 6, it could be seen that each research variable has been supported by the valid statement item which having Cronbach's Alpha (α) value ≥ 0.6, in consequence, it might be inferred that dependent variable of brand loyalty (Y) and independent variables, Continuity Marketing (X_1), One-to-One Marketing (X_2), and Partnering Program (X_3) were stated reliable and data processing might be continued soon.

Normality test means to analyze whether within regression model, transgressor or residual variable has normal distribution (Ghozali, 2011). This study used One Sample Kolmogorov-Smirnov test by using significance degree, 0,05. Data is stated having normal distribution if significance is more than 5% or $\alpha > 0,05$. The result of data test might be seen on the following table.

Table 7. The Result of Normality Test

Number	Variable	*Asymp Sig.*	α	Result
1	Brand Loyalty (Y)	0,081	0,05	Normal
2	Continuity Marketing (X_1)	0,281	0,05	Normal
3	One-to-One Marketing (X_2)	0,103	0,05	Normal
4	Partnering Program (X_3)	0,055	0,05	Normal

Source: Processed Data, 2019

From the table 7, it might be seen that dependent variable of Brand loyalty (Y) had significance valuer 0.081 and independent variable Continuity Marketing (X_1) had significance value 0.281`, One-to-One Marketing (X_2) had significance value 0,103, Partnering Program (X_3) had significance value 0,055. Each of variable had α value > 0,05, it meant that dependent variable of brand loyalty (Y) and independent variables, Continuity Marketing (X_1), One-to-One Marketing (X_2), Partnering Program (X_3) respectively had normal distribution.

According to Ghozali (2011), multicollinearity test works to analyze whether regression model has any correlation on independent variable. The good regression model should be free of multicollinearity or no correlation between independent variables. multicollinearity test criteria can be seen on Variance Inflation Factor (VIF) and it is lower than 10 or Tolerance value must be higher than 0,1. The VIF value is provided below.

Table 8. The Result of multicollinearity Test

Research Variable	VIF	Tolerance	Summary
Continuity Marketing (X_1)	3,073	0,325	No multicollinearity Symptom
One-to-One Marketing (X_2)	3,198	0,313	No multicollinearity Symptom
Partnering Program (X_3)	3,548	0,282	No multicollinearity Symptom

Source: Processed Data, 2019

The output result delineated that Continuity Marketing (X_1), One-to-One Marketing (X_2), and Partnering Program (X_3) had Variance Influence Factor (VIF) value were lower than 10 and Tolerance was higher than 0,1, subsequently, it might be deduced that independent variables, Continuity Marketing, One-to-One Marketing, and Partnering Program were free of multicollinearity symptoms.

Umar (2006) stated that multiple linear regressions is a kind of regression engages relationship between one dependent variable and two or more independent variables. The following table provides the multiple linear regression analysis result.

Table 9. The Result of Multiple Linear Regression Analysis

Variable	Unstandardized Coefficients	
	B	Std. Error
Constanta (a)	0,045	0,065
Continuity Marketing (X_1)	0,256	0,029
One-to-One Marketing (X_2)	0,530	0,030
Partnering Program (X_3)	0,195	0,031

Source: Processed Data, 2019

Referring to the table 9, the independent variables relationship model, Continuity Marketing (X_1), One-to-One Marketing (X_2), and Partnering Program (X_3) on Brand Loyalty (Y), it could be known through Constanta (a) value, 0,045, consequently, it might be formulated in regression equation as follow:

$$Y = 0,045 + 0,256X_1 + 0,530X_2 + 0,195X_3 + 0,065$$

The value on constanta (a) was 0,045 mirroring that without any Continuity Marketing (X_1), One-to-One Marketing (X_2), and Partnering Program (X_3) on Brand Loyalty (Y), then given value of Brand Loyalty on The Body Shop Indonesia's products in the city of Padang were 0,045. Moreover, coefficient value of Continuity Marketing (X_1), 0,256, meant the effect of Continuity Marketing (X_1) value on Brand Loyalty (Y). The positive value of regression coefficient exposed that if Continuity Marketing come up, then it enhances Brand Loyalty of The Body Shop Indonesia's products in the city of Padang as 0,256. Meanwhile, coefficient value of One-to-One Marketing (X_2), 0,530 depicted that the effect of One-to-One Marketing (X_2) value on Brand Loyalty (Y). The positive value of regression coefficient signified that if One-to-One Marketing goes up, then it mounts Brand Loyalty of The Body Shop Indonesia's products in the city of Padang as 0,530. Lastly, coefficient value of Partnering Program (X_3), 0,195 portrayed the effect of Partnering Program (X_3) value on Brand Loyalty (Y). The positive value of regression coefficient denoted that if Partnering Program elevates, then it generates Brand Loyalty of The Body Shop Indonesia's products in the city of Padang as 0,195.

Hypothesis Test

The accuration of sample regression function in appraising actual value is measured by hypothesis test (Ghozali, 2005). Statistically, hypothesis test is measured by F test value, t test value, and determination coefficient (R^2). F test works to probe simultaneously entire independent variables effect on dependent variable. The α value used of this study is stipulated on 0,05 or the degree of belief is 0,95, and degree of freedom is (n-k-l). The result of data test is provided below.

Table 10. The Result of F Test

F Count	F Table	Result	
		Sig.	Summary
1005,463	2,46	0,000	H_4 accepted

Source: Processed Data, 2019

The scale of F table obtained by appraising degree of freedom (df) and was stipulated by equation (df1 = k -1) and (df2 = n – k). Where n is number of the observation or sample regression creator and k is number of both independent and dependent variable. Degree of freedom value was df1 = 4-1= 3 and df2 was 110 − 4 = 106. If the test is conducted on α = 5%, then F table value was 2,46. On the F table test, it might be seen that F count value was > F table (1005,463 > 2,46) and significance value was 0,000 < 0,05, it delineated that H_4 was accepted and H_o was rejected. In sum up, Continuity Marketing (X_1), One-to-One Marketing (X_2), and Partnering Program (X_3) simultaneously had positive and significant effect on Brand Loyalty (Y).

T test aims to know the effect of each independent variable individually on dependent variable. Ghozali (2005) proposed that t test is in principal clarify how far one independent variable individually elaborating dependent variable. Each of t count result, then, is compared to the obtained t table by using real degree, 0.05. The result of data test is provided below.

Table 11. The Result of T Test

Variable	t count	t table	Sig.	α	Summary
Continuity Marketing (X_1)	8,847	1,98260	0,000	0,05	Significant
One-to-One Marketing (X_2)	17,597	1,98260	0,000	0,05	Significant
Partnering Program (X_3)	6,347	1,98260	0,000	0,05	Significant

Source: Processed Data, 2019

The scale of this t table test was conducted by appraising degree of freedom (df) and it was stipulated by equation n – k. Where n = number of sample and k = number of variable (Independent and dependent

variable) by degree α = 0,05 (5%). To assign degree of freedom (df) of this test was n – k = 110 – 4 = 106, then t table = 1,98260. Based on the t test on the table 11, it could be discerned that t count of Continuity Marketing (X_1) was 8,847 and significance value was 0,000, in consequence, H_1 was accepted and H_o was rejected. The result depicted that Continuity Marketing had positive and significant effect on Brand Loyalty. T count of One-to-One Marketing (X_2) was 17,597 by significance value was 0,000, subsequently H_2 was accepted and H_o was rejected. Moreover, the result signified that One-to-One Marketing had significant and positive effect on Brand Loyalty. Furthermore, Partnering Program (X_3) value was 6,347 by significance value was 0,000, thus H_3 was accepted and H_o was rejected. The result mirrored that Partnering Program had positive and significant effect on Brand Loyalty of The Body Shop Indonesia in the city of Padang.

Determination Coefficient (R²)

Determination coefficient (R^2) mainly measures how far a model ability delineating dependent variable variation (Ghozali, 2005). The following is the result of determination coefficient data test.

Table 12. The Result of Determination Coefficient

Model	Adjusted R Square
1	0,968

Source: Processed Data, 2019

Referring to the table 12, it might be read that adjusted R^2 value was 0,968. It could be interpreted that independent variables, Continuity Marketing (X_1), One-to-One Marketing (X_2), and Partnering Program (X_3) had effect on Brand Loyalty (Y) by percentage 96,8%, and the rest was 3,2% predisposed by the other variables, outside of this study.

Discussion

The respondents' characteristic of this study were dominated by young and well educated females and they were employees at private companies. The Body Shop's products are mostly priced in high, in consequently they are targeted for middle up segment. The products cost are in line with their products quality. Purchasing for body treatment and face or cosmetics products refer to users interesting or goal of the products use. The Body Shop offers products in natural, original, and safe stuffs, then customers whose high budget as segment target may prove their individual character with the cosmetic products they used.

The Effect of Continuity Marketing on Brand Loyalty of the Body Shop Indonesia's customers in the city of Padang

The analysis result of this study declared that the positive value of Continuity Marketing (X_1) signified that Continuity Marketing had positive and significant relationship on Brand Loyalty. Regression coefficient of Continuity Marketing (X_1) was 0,256, implied that if Continuity Marketing comes up, then it drives up Brand Loyalty of The Body Shop Indonesia's products in the city of Padang. Regarding to the result of analysis count on t test, it might be known that t count value of Continuity Marketing (X_1) was 8,847>t count (1,984) and significance value was 0,000 < α (0,05). It signified that H_1 was accepted and H_o was rejected. Therefore, it might be stated that independent variable, Continuity Marketing had positive and significant effect on dependent variable, Brand Loyalty. Mc Leod (2007) posed that Continuity Marketing is a conducted relationship to maintain consumer in loyalty up to a product through long term special service wich allowing potency to elevate product value. Kotler and Keller (2009) explained the relationship between Customer Relationship Management (CRM) and Brand Loyalty, CRM denotes a process managing detail information in term of personal customer and rest of the 'contact point' to carefully maximize customer's loyalty. The customer contact point is meeting time to face brand and product experience and substitute customer being a loyal person of the brand and product.

The result of this study is in line with Natania (2013) study analyzed "Customer Relationship Management strategy of The Body Shop Indonesia in building of Brand Loyalty: (case study: Membership program "Love Your Body Period July-December 2013")." Her study reported that Customer Relationship Management and Membership simultaneously had positive and significant effect on Brand Loyalty.

The Effect of One-to-One Marketing on Brand Loyalty of the Body Shop Indonesia's customers in the city of Padang

The analysis result of this study disclosed that the positive value of One-to-One Marketing (X_2) had positive and significant relationship on Brand Loyalty. Regression coefficient of One-to-One Marketing (X_2) was 0,530. It meant that if One-to-One Marketing increases, then it enhances Brand Loyalty of The Body Shop Indonesia's products in the city of Padang. Based on the result of analysis count on t test, it might be acknowledged that t count value of One-to-One Marketing (X_2) was 17,597>t count (1,98260) and significance value was 0,000 < α (0,05). It indicated that H_2 was accepted and H_o was rejected. Subsequently, it might be stated that independent variable, One-to-One Marketing had positive and significant effect on dependent variable, Brand Loyalty. One-to-One Marketing is a strategy to satisfy any loyal consumer's needs in unique and individual (Mc Leod, 2007). On the other hand, Budiman (2009) argued that CRM encourages company to open communication lines as easy as possible with high response in order to bind relationship with company's party. Owing to that fact, their loyalty to company is slowly going to rise and grow up. Therefore, company is getting benefit of Customer Relationship Management (CRM) application and having loyal customer to offered products. This result confirms a study which is conducted by Kartika, at. al., (2011) under tittle "The effect of Customer Relationship Management *t*o customer Loyality PT BCA Tbk." They announced that Customer Relationship Management (CRM) had effect on customer loyalty.

The Effect of Partnering Program on Brand Loyalty of the Body Shop Indonesia's customers in the city of Padang

The result of this study portrayed that the positive value of Partnering Program (X_3) had positive and significant relationship on Brand Loyalty. Regression coefficient of Partnering Program(X_3) was 0,195. It implied that if Partnering Program goes up, then it elevates Brand Loyalty of The Body Shop Indonesia's products in the city of Padang. Due to the result of analysis count on t test, it migh be recognized that t count value of Partnering Program(X_3) was 6,347>t count (1,98260) and significance value was 0,000 < α (0,05). It pointed out that H_3 was accepted and H_o was rejected. Hence, it might be stated that independent variable, Partnering Program had positive and significant effect on dependent variable, Brand Loyalty. Mc Leod (2007) posed that Partnering Program is partnership relation between loyal consumer and marketer to serve end consumer. In addition, Barnes (2003) defined CRM Partnering Program as relation based has to be acted to understand what customer needed and wanted, and consider customer as long term asset. The result of this study affirms a study was conducted by Kalalo (2013) and she declared that CRM and Service Quality simultaneously and partially had significant effect on consumer loyalty. It verifies that company whose basis customer in high loyalty may diminish company's marketing cost due to keeping customer is cheaper than having new one. By promoting Partnering Program, then Brand Loyalty to The Body Shop Indonesia's customer is going up.

The Effect of Continuity Marketing, One-to-One Marketing, and Partnering Program on Brand Loyalty of the Body Shop Indonesia's customers in the city of Padang

The F test result in this study indicated that F count value was > F table (1005,463 > 2,46) and significance value was 0,000 < 0,05. It portrayed that H_4 was accepted and H_o was rejected. It might be concluded that Customer Relationship Management (CRM) program which are comprised of Continuity Marketing (X_1), One-to-One Marketing (X_2) and Partnering Program (X_3) simultaneously had positive and significant effect on Brand Loyalty (Y) Customer of The Body Shop Indonesia in the city of Padang. Adjusted R^2 value was 0,968.

It figured out that Brand Loyalty customer of The Body Shop Indonesia in the city of Padang might be described by Customer Relationship Management (CRM) which are consisted of Continuity Marketing, One-to-One Marketing and Partnering Program as 96,8 %. Whereas, 3,2% was predisposed by the other variables, outside of this study.

In the late 1990s, customer relationship management (CRM) is formed as a popular business term, which holds the same roots with relationship marketing and enhances the paradigm with the emerging information technologies (öztayşi et.al, 2011). During the mass production age, the competition in the business world was about efficient production and capturing the new customers in the market. The 4P (product, price, place and promotion) was developed as a tool for marketing success and has been the unchallenged paradigm for marketing management (Grönroos, 1989; öztayşi et.al, 2011). But the changing environment, especially the energy crisis, progress in service industry and the focus on quality management, forced the companies to change their focus from customer acquisition to customer retention (Sheth, 2002; öztayşi et.al,2011) by building relationships with customers and adding more value to goods and services (Lindgreen and Wynstra, 2005; öztayşi et.al, 2011).

Conclusion

Continuity Marketing, One-to-One Marketing, and Partnering Program either partially or simultaneously had positive and significant effect on Brand Loyalty of The Body Shop Indonesia in the city of Padang. CRM program quality refinement is driving up brand loyalty of The Body Shop Indonesia in the city of Padang. The Body Shop Indonesia's marketing team in the city of Padang has applied CRM program to its customer through good membership management "Love your Body." Customers are registered in company's database (name, phone number, and date of birth), in consequence sale promotion program may be on target, and customers are getting much benefit as member of the Body Shop. Value for money is gained by customers to bind relationship between them and The Body Shop.

The Body Shop Indonesia's marketing team in the city of Padang is suggested to maintain relationship with customers by binding cooperation and refine services and lines with third party, such as supplier, mass media, bank, and social institution. Outstanding and trustworthy cooperation with supplier, effective promotion, and simplicity in purchasing transaction are generating customers' satisfaction to trust and loyal to The Body Shop's brand in the city of Padang. The next researchers is suggested to use more representative samples, for instance using sample of customer from all around Sumatera region and other analysis instruments such as AMOS and PLS to scrutinize the effect of each CRM variable on Brand Loyalty or maybe another relevant variables.

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