Chapter 10 Marketing for the recovery of customers lost in time of pandemic in the Municipality of Tampico, Tamaulipas

Capítulo 10 Marketing para la recuperación de clientes perdidos en tiempo de pandemia en el Municipio de Tampico, Tamaulipas

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Abstract

This article presents the findings of the analysis of the preferences of customers lost in the period 2017-2020 in the National Chamber of Commerce, Services and Tourism of Tampico, taking into account the COVID-19 situation and the measures adopted by the Municipal Government of Tampico in the face of pressure from partners. The methodology consisted in the application of a survey to 384 companies in the town, with the purpose of knowing their needs and generating marketing strategies for decision-making. The main result observed is the need to establish actions aimed at the efficient use of the portfolio of available clients, in order to meet the needs of customers and face unexpected situations.

Analysis, Research, Clients

Resumen

Este trabajo de investigación nos permite el ofrecimiento de información respecto al mercado actual condicionado a la oferta de bienes sustentables en el mercado. Este artículo presenta los hallazgos del análisis de las preferencias de los clientes perdidos en el periodo 2017-2020 en la Cámara Nacional de Comercio, Servicios y Turismo de Tampico, tomando en cuenta la situación del COVID-19 y las medidas adoptadas por el Gobierno Municipal de Tampico ante la presión de los socios. La metodología consistió en la aplicación de una encuesta a 384 empresas de la localidad, con el propósito de conocer sus necesidades y generar estrategias de marketing para la toma de decisiones. El principal resultado observado es la necesidad de establecer acciones orientadas al uso eficiente de la cartera de clientes disponibles, con el objeto de atender las necesidades de los clientes y enfrentar situaciones inesperadas.

Análisis, Investigación, Clientes

Introduction

As a result of the health emergency generated by the SARS-CoV2 virus, businesses in Mexico have been affected in their operations. For this reason, the National Institute of Statistics and Geography developed an instrument to generate statistical information on the subject and support decision-making called the Survey on the Economic Impact Generated by COVID-19 on Businesses (ECOVID-IE 2021), which in its third and last survey as of February 2021 establishes that 85. 5% of the businesses surveyed reported being affected, identifying three main causes: a decrease in income, low demand and shortages of inputs and/or products. This occurred in the commercial and service sector at the beginning of the pandemic, with 30% reported in the Canaco Tampico. This led to temporary closures or technical stoppages in 16.6% of organisations nationwide.

Faced with this scenario, the National Chamber of Commerce of Tampico registers a drop in income, due to the decrease of new members and the loss of those previously affiliated. This situation has resulted in operational problems, mainly affecting the collection of sufficient resources for the maintenance and fulfilment of the purpose of the Chambers established in Article 7 of the Law of Business Chambers and their Confederations (2019).

The present research allows us to recognise the importance that their members represent for the Chambers and the need for a study to change or improve certain aspects that can cause customer losses. The objective of the study is to analyse the information provided by 384 of the current and lost customers, from the database of the National Chamber of Commerce of Tampico, composed of affiliated and disaffiliated businessmen and traders in the southern suburban area of Tamaulipas in the period 2017-2020 that allows the design of a marketing strategy for the recovery of lost customers.

To this end, the article begins with the background, which includes a description of the organisation and functioning of the Chambers and conceptual elements for the research. Another section describes the methodology and then presents the results obtained and their respective proposals for the implementation of marketing strategies for the retention and recruitment of members of the National Chamber of Commerce of Tampico.

Development

Background

The Chambers of Commerce, Services and Tourism are institutions of public interest, autonomous, with legal personality and their own assets that represent, promote and defend nationally and internationally the activities of industry, commerce, services and tourism (Law of Business Chambers and their Confederations 2019). In the particular case of the National Chamber of Commerce of Tampico, it is an association of companies and entrepreneurs that subsists thanks to the monthly contributions of each of the members that belong to the Chamber and through which the association provides services to its members, ranging from consultancy to hiring employees for these companies. In the National Chamber of Commerce of Tampico, they are committed to continuous improvement, so they work to provide quality services, as well as a broad representation through membership to promote the activities of the trade sector, services and tourism, promoting the development of enterprises, based on the applicable regulations, capturing, understanding and meeting the needs and expectations of its customers and stakeholders, with a process approach, through the implementation of a Quality Management System based on ISO 9001.

For the follow-up of the companies, the Chamber has the Mexican Business Information System (SIEM), which is an instrument to capture, integrate, process and provide timely and reliable information on the characteristics and location of the establishments of commerce, services, tourism and industry in the country, allowing a better performance and promotion of business activities. (Law on Business Chambers and their Confederations 2019). In order to keep the database updated, companies are obliged to report within two months situations of partial or total cessation of activities or change of line of business or domicile, to the same Chamber where the corresponding registration was made. This system is operated under the supervision of the Ministry of Economy and allows the National Chamber of Commerce Tampico to maintain a reliable and updated register of enterprises in the region.

Although the registration and registration for the Mexican Business Information System is mandatory, it does not require companies to affiliate to the Chambers, necessary to provide services for the benefit of its members that mainly seeks to create different support schemes as micro, small and medium entrepreneurs, in this regard the literature points out that a significant number of entrepreneurs affiliated to the National Chamber of Commerce of Tampico do not have the knowledge of some tools or business techniques, such as Marketing and in its case of Advertising. (Chávez 2015). Establishing the importance of the Chambers to achieve the competitiveness of its members, by having training programmes focused on the needs of entrepreneurs in the metropolitan area.

Methodology

The focus of the research is quantitative in nature, because an analysis of customer preferences was carried out in order to generate marketing strategies and thus be able to make decisions. It seeks to analyse the causes and effects of the problem of lost customers, allowing control over the phenomena under study. The quantitative method requires the use of standardised measures and the analysis of data in statistical form using a sample as a reference through a sequential and deductive process, thus analysing the objective reality of the problem under study.

It allows data to be examined numerically especially in the field of statistics and how the quantitative approach will be guided by significant areas or themes of research and use the collection and analysis of data to refine research questions or reveal new questions in the process of interpretation. Cazau (2006) states that: In a descriptive study, a number of questions, concepts or variables are selected and each is measured independently of the others in order to describe them. These studies seek to specify the important properties of individuals, groups, communities or any other phenomenon. This is why in this research the current situation of the company will be described and through the results obtained, objectives and strategies will be formulated in order to fulfil CANACO's plans. Table 10.1 below shows the variables that were considered in the research instrument

Table 10.1 Research variables

Variable	Dimensions	Indicators are measured in terms of the seniority of the partner or customer
Client portfolio	Types of clients Customer retention	Customer attraction Area efficiency Portfolio composition
Strategic plan	Market analysis	Customer value Quality of care and service Cost per lead Market competition
Customer satisfaction	Quality Service Customer perception Satisfaction	Highly satisfied customers Dissatisfied customers Trained staff Best offers on the market

The study population is made up of all current and lost clients of CANACO Tampico (including affiliated and disaffiliated businessmen and traders in the southern metropolitan area of Tamaulipas), which is why it has been considered as an infinite population, since it is a very large population to delimit the inactive members in recent years of the National Chamber of Commerce and Tourism of Tampico, for which the infinite population formula is applied to determine the sample.

$$m = \frac{Z^2 * p * q}{e^2} \tag{1}$$

Obtaining as a result: 384
Thus, the instrument we used for our study is:

- Survey: This technique allows valuable information to be obtained, i.e. this technique is used to obtain data from several people (population) quickly and efficiently, whose opinions will resolve different types of doubts and open up options for improvement.

- Document analysis: This technique consists of collecting existing information on the problem under study in different media in order to acquire new grounded knowledge and thus a better understanding of the problem under study.

Research results

Once the data collection instrument was applied, we proceeded to carry out the corresponding treatment of the information, for the analysis of the data, in an orderly manner, through the tabulation of the surveys applied to the lost clients of CANACO Tampico, establishing statistical percentages, which help to better appreciate the results obtained, which will indicate the reality of the investigation, in order to obtain the necessary information about the problem that is being presented in the investigation, and based on this information continue with the investigation, to subsequently apply the solution strategy.

Interpretation of the results

After processing the information obtained in the survey, the results are as follows:

Level of customer value

The aim is to know the value of the association (CANACO Tampico) for the client, in order to measure the level of positioning among the general public.

Table 10.2 Level of customer value

Responses	Respondents	Percentage %
Benefits	96	25%
Information	156	40.6%
Prestige	113	29.4%
I do not consider it important	19	4.9%
Total	384	100%

Of the 100% of the clients surveyed, 40.6% stated that the importance of belonging to CANACO Tampico is due to the information it offers, which shows that the services and benefits offered by the Chamber give purchasing power to its members.

Variety of products

This table analyses the importance of the variety of products that the association has, so that the customer will be more attracted and will create more value for the brand.

Table 10.3 Variety of products

Answers	Respondents	Percentage %
Not at all	7	1.8%
Partially	100	26%
Moderately	197	51.3%
Extremely	80	20.8%
Total	384	100%

Of the 100% of the members and potential clients surveyed, 51.6% consider that the variety of products offered by the Chamber is important to their decision to join CANACO Tampico, which shows that it must have a variety and presentation in what it offers in order to attract the attention of the client.

Customer service

This table shows the importance of the impact on the quality of CANACO Tampico's service to the customer in order to be part of this association.

Table 10.4 Customer service

Answers	Respondents	Percentage %
Not at all	0	0%
Partially	113	29.4%
Moderately	136	35.4%
Extremely	134	34.9%
Total	384	100%

Of the 100% of the members and potential clients surveyed, 35.4% consider that the quality of the service offered by the Chamber is important to their decision to belong to CANACO Tampico, which shows that it must have a good presentation within the organisation and attention to clients.

Brand value

The impact of the brand's value to the customer is measured in order to make the decision to join the association.

Table 10.5 Brand value

Answers	Respondents	Percentage %
Not at all	0	0%
Partially	95	24.7%
Moderately	152	39.6%
Extremely	136	35.4%
Total	384	100%

Of the 100% of the members and potential clients surveyed, 38.6% consider that the value of the brand offered by the Chamber is important for them to make their decision to belong to CANACO Tampico, which shows that it must have prestige and recognition to satisfy its clients and potential members.

Quality of service

This table measures the importance of quality of service to customers in order to be part of CANACO Tampico.

Table 10.6 Quality of service

Answers	Respondents	Percentage %
Not at all	0	0%
Partially	102	26.6%
Moderately	95	24.7%
Extremely	186	48.4%
Total	384	100%

Of the 100% of the members and potential clients surveyed, 48.4% consider that the behaviour of the staff offered by the Chamber is important for their decision to belong to CANACO Tampico, which shows that it must have a good customer service system for the retention and security of the members.

Dissatisfied Customers

It measures the understanding of customers' needs in order to make the decision to belong to the association, so it measures how important it is that they feel understood with their requests and opinions.

Table 10.7 Dissatisfied Customers

Answers	Respondents	Percentage %
Not at all	0	0%
Partially	46	12%
Moderately	76	19.8%
Extremely	261	68%
Total	384	100%

Of the 100% of the members and potential clients surveyed, 68.0% consider that the behaviour of the staff offered by the Chamber matters to them in making their decision, with an extremely high majority in the surveys to belong to CANACO Tampico, which shows that they should know how to listen and understand the decisions and doubts of each member.

Price

The influence of the price of the mentioned association on the decision to belong to it is measured.

Table 10.8 Price

Answers	Respondents	Percentage %
Not at all	0	0%
Partially	30	7.8%
Moderately	95	24.7%
Extremely	258	67.2%
Total	384	100%

Of the 100% of the members and potential clients surveyed, 67.2% consider that the price offered by the Chamber to become a member is important to their decision to become a member of CANACO Tampico, which shows that they must have a financial plan that is backed up by a financial plan that demonstrates the retribution of the benefits.

Market competition

The importance of CANACO Tampico remaining at the forefront of its competitors is analysed in order for customers to make the decision to belong to CANACO Tampico.

Table 10.9 Market competition

Answers	Respondents	Percentage %
Not at all	4	1%
Partially	88	22.9%
Moderately	126	36.8%
Extremely	166	43.2%
Total	384	100%

Of the 100% of the members and potential clients surveyed, 42.3% consider that the positioning and recognition of the Chamber is important for their decision to belong to CANACO Tampico, which shows that they must remain positioned and recognised in the market in order to give recognition and security to their members.

Measurement of the most important indicator

This table shows the most important indicator, as it gives an answer to those who have been lost clients and clients who could be potential clients of CANACO Tampico.

Table 10.10 Measurement of the most important indicator

Answers	Respondents	Percentage %
Yes	234	60.9%
No	150	39.1%
Total	384	100%

Of the 100% of the partners and potential clients surveyed, 60.9% are lost clients of CANACO Tampico. This shows that we have a large margin of surveys and results for a concrete and specific decision making in a marketing action plan for the recovery of these lost clients.

Level of customer attraction

The variable by which the client came to CANACO Tampico is shown.

Table 10.11 Level of customer attraction

Responses	Respondents	Percentage %
Company value	58	24.5%
Marketing and advertising	2	0.8%
Variety of services	98	41.4%
By recommendation	50	21.1%
Price	29	12.2%
Total	237	100%

Of the 100% of the members and potential clients surveyed, 41.4% became members of CANACO Tampico because of the variety of services it offered in return, which shows that they must create a perception for the client of all that can be achieved and benefited by belonging to such an organisation.

Better offers from competitors

No members were found to have joined any other organisation after defecting.

Highly satisfied customers

It measures the satisfaction value of customers when making their decision to no longer belong to CANACO Tampico.

Table 10.12 Highly satisfied customers

Answers	Respondents	Percentage %
Yes	216	91.5%
No	20	8.5%
Total	236	100%

Of the 100% of the members and potential clients surveyed, 91.5% are satisfied with their decision to leave CANACO Tampico due to the different difficulties they had within the organisation.

Customer recovery

It measures the level of customers who could potentially return by improving areas of dissatisfaction.

Table 10.13 Customer recovery

Answers	Respondents	Percentage %
Yes	167	70.8%
No	69	29.2%
Total	236	100%

Of the 100% of members and potential customers surveyed, 70.8% are interested in returning to CANACO Tampico. This is beneficial for the organisation to implement a great strategic plan for the recovery of members.

Clear and concise information

Customer satisfaction is shown by receiving adequate information for the resolution of their doubts and full knowledge of the services offered in the association.

Table 10.14 Clear and concise information

Answers	Respondents	Percentage %
Yes	144	61%
No	92	39%
Total	236	100%

Of the 100% of the members and potential clients surveyed, 61.0% did receive adequate information from CANACO Tampico, which is not so favourable since, if they had known the benefits and obtained the correct information, they would still be within the organisation.

Potential customers

The response of each member is measured by their interest in rejoining the association and they are therefore considered as potential future customers.

Table 10.15 Potential customers

Answers	Respondents	Percentage %
Yes	143	61.4%
No	90	38.6%
Total	233	100%

Of the 100% of members and potential clients surveyed, 61.4% are interested in receiving information from CANACO Tampico, which could be a great opportunity for them to learn about the benefits of the organisation as members.

Customer experience and satisfaction

It specifies which areas the client would like to see improved in order to have a better process during the start-up of the partnership and to ensure that the client is satisfied with their decision.

Table 10.16 Customer experience and satisfaction

Answers	Respondents	Percentage %
Better promotions	66	26%
Better payment processing	33	13%
Better customer service	53	20.9%
Better understanding of your needs	102	40.2%
Total	254	100%

Of the 100% of partners and potential customers surveyed, 40.2% would like to see an improved experience in understanding their needs because as partners they want to be listened to and have solutions to their queries.

Conclusions

–   It is concluded that CANACO Tampico has not implemented quality customer service strategies to meet the needs of consumers, preventing it from meeting the expectations of service and attention provided by the company.

–   The company has neglected to update its client portfolio when required by the partner, thus generating distrust.

–   The company has a wide variety of services, but does not have the adequate preparation of its staff to inform future customers and partners, causing loss of customers.

–   CANACO Tampico neglects the treatment of the client, but rather pays attention to factors such as granting credit, reducing the price of the service, etc.

–   Lack of staff training in each and every area.

–   Customer dissatisfaction with the service offered by CANACO Tampico.

–   Lack of advertising strategies, so that more potential clients could be reached.

–   There is a lack of research on competitors in order to take advantage of areas of opportunity.

–   The company does not have a customer database, so it is not possible to give personalised attention to each one of them or to ask them about their satisfaction with the company, thus being closer to each partner and creating branding.

Recommendations

After having analysed the current situation of the company, its permanence in the market, the opinion of its lost customers and potential customers it is recommended to:

–   Establish customer service quality strategies to improve the service and attention provided by the association, satisfying the needs and expectations of the members.

– Encourage all CANACO Tampico staff to have a cooperative and customer-oriented attitude, in order to add value to the service, thus generating a competitive advantage, considering that the customer is the fundamental and primary factor for the growth of the company.

– To update and improve the management of the client portfolio.

– Create advertising strategies to reach more people, and thus grow the interest of customers.

– To always follow up after each partnership.

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