

IMPACT OF CUSTOMER RELATIONS STRATEGIES ON CLIENTS' SATISFACTION AND PATRONAGE: A STUDY OF BEAUTY SECRETS MED SPA, ABUJA

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Abstract

This study, investigates how personalized service delivery, loyalty programmes, digital engagement, and communication systems contribute to customer satisfaction, loyalty, and repeat patronage. The study identifies the customer relations strategies employed by the Spa, examines the Customer Relationship Management (CRM) tools in use, assesses their effectiveness in enhancing client satisfaction, and highlights the challenges affecting CRM implementation in the Spa. Anchored on Social Exchange Theory and Expectation-Confirmation Theory, the research explains how value exchange and expectation management shape customer satisfaction and loyalty in service environments. Adopting a survey research design, the study administers questionnaire and conducts personal interviews to obtain relevant data from staff and clients of Beauty Secrets Med Spa Abuja. Key findings show that the Spa uses a combination of personalized care, Digital platforms, loyalty incentives, and active social media engagement to build strong customer relationships. The study also discovers that these strategies significantly enhance customer satisfaction and contribute to repeat patronage. However, challenges such as inconsistent follow-up, limited CRM technology, staff capacity gaps, and slow response times on digital platforms are found to weaken the overall effectiveness of the Spa's customer relations system. The study concludes that while Beauty Secrets Med Spa Abuja demonstrates notable strengths in personalized service and digital engagement, gaps in CRM structure, staff training, and technological integration limit the full potential of its customer relations strategies in driving business promotion. The study recommends the adoption of a centralized CRM database, improved staff training, structured feedback systems, and enhanced digital communication workflows to strengthen customer engagement and long-term loyalty.

Key Words: Customer Relations, Personalized Services, CRM technologies, Med Spa

Introduction

In today's highly competitive business environment, customer relation has become a crucial factor for the sustainability and growth of service-oriented enterprises. The health and beauty industry, such as med Spas, thrives on building trust, loyalty, and emotional connections with clients. Customer relations strategies not only enhance service satisfaction but also play a critical role in business promotion and brand differentiation (Kotler & Keller, 2016). Effective customer relationship management (CRM) allows organizations to retain existing customers while attracting new ones through positive word-of-mouth and strategic marketing initiatives.

Med Spas, also known as medical Spas or aesthetic clinics, offer a combination of medical and cosmetic procedures in a relaxing Spa environment. As a hybrid industry, med Spas operate in a client-sensitive field where customer experience significantly influences business performance. Given the personalized nature of beauty treatments and wellness services, maintaining a consistent and positive relationship with clients is essential for competitive advantage (Zeithaml, Bitner & Gremler, 2018). Customer loyalty in this sector is closely linked to emotional satisfaction, perceived value, and the quality of interpersonal communication.

The Nigerian beauty and wellness industry has witnessed significant growth in recent years, driven by increasing awareness of personal grooming, aesthetics, and wellness trends. In Abuja, Nigeria's capital, the demand for premium beauty services continues to rise among middle- and high-income earners. This growth has intensified competition among med Spas, making customer relations strategies a vital tool for business differentiation and client retention (NBS, 2021). Enterprises like Beauty Secrets Med Spa must adopt innovative and client-centered approaches to maintain relevance and competitiveness.

Customer relation has moved from ad-hoc niceties to an organized, technology-enabled function that directly affects retention, word-of-mouth, and firm performance. Leading firms in telecommunications and other service sectors now treat customer relations as a strategic capability combining people, processes, and data to deliver timely, personalized experiences that reduce churn and increase lifetime value. Studies comparing CRM practice across MTN operations and peers show that systematic customer service frameworks, backed by analytics and multi-channel engagement, measurably improve frontline performance and customer perceptions (Adebayo & Ogunleye, 2021; Iwundu, 2020).

MTN Nigeria and its sister MTN operations have invested heavily in data-driven CRM: big-data platforms, segmentation, and campaign automation that enable targeted offers and personalized communications. These investments allow MTN to track subscriber behaviour, predict churn, and tailor retention incentives such as bundle offers and personalized tariffsactions that strengthen perceived value and satisfaction (Nwachukwu & Asika, 2019). For a med spa such as Beauty Secrets, the lesson is clear: centralize client records (treatment history, preferences, booking cadence), apply simple segmentation (frequent, occasional, lapsed), and use those segments to

drive targeted offers and follow-ups. Such an approach ensures that one-off visits are converted into predictable repeat patronage.

Globally, successful wellness centers and Spas have incorporated multiple customer relationship management (CRM) techniques, blending in-person and digital tools to create memorable customer experiences. For example, premium Spa brands such as Bliss Spa in the U.S. and The Thai Spa in India adopt proactive customer engagement through automated appointment reminders, customized service offerings, and follow-up calls or emails to gather feedback. These efforts have been found to significantly increase customer satisfaction and return rates (Ali & Kim, 2015; Nguyen & Mutum, 2012). Similarly, hospitality giants like Marriott International use CRM tools to track guest preferences, allowing them to offer personalized services on return visits an approach that has also proven effective in the Spa services attached to their hotel chains (Sigala, 2005).

In Nigeria, wellness centers such as Bodyline Wellness Centre, Venivici Spa, and Bnatural Spa have also begun adopting CRM strategies to retain clients. They offer loyalty programs, pre- and post-treatment customer engagement, and active social media interaction to keep clients informed and emotionally connected to their brands. These efforts are reinforced through mobile apps and SMS-based promotions that enhance customer experience beyond the Spa visit. According to Okeke and Agwu (2021), these digital strategies improve brand perception and create emotional loyalty, which are critical in-service sectors where physical products do not anchor customer memory or satisfaction.

Despite these advancements, challenges persist. According to Chinomona & Sandada, (2013) some Spas still suffer from poor response times to client inquiries, lack of personalized customer care, and weak post-service engagement, which limit the effectiveness of their customer relations strategies. Furthermore, in many developing countries, including Nigeria, the use of data-driven CRM tools is still emerging, and businesses often rely on traditional, less efficient methods of customer interaction. The implications of these limitations often manifest in low customer retention, negative reviews, and poor brand loyalty.

Beauty Secrets Med Spa Abuja is a leading wellness and beauty establishment reputed for offering customized skincare, body treatments, and aesthetic procedures. As the beauty industry becomes increasingly saturated, med Spas must go beyond the provision of services to focus on building lasting customer relationships. In this context, it becomes imperative to assess the types and effectiveness of customer relations strategies being adopted, and how these contribute to the Spa's visibility, reputation, and business growth.

Despite the evident advantages of robust customer relations strategies, some beauty and wellness businesses still underutilize these tools. Constraints such as lack of trained personnel, limited technological adoption, or poor understanding of customer dynamics can hinder effective implementation. As such, empirical assessments are necessary to understand how specific organizations adopt and utilize these strategies to enhance business outcomes (Buttle & Maklan, 2019). A study focused on Beauty Secrets Med Spa can provide insights into best practices and highlight areas for improvement.

This study, therefore, seeks to assess the customer relations strategies employed by Beauty Secrets Med Spa Abuja for business promotion. It will explore the range of CRM practices, evaluate their effectiveness in fostering client satisfaction and loyalty, and determine their impact on the Spa's promotional efforts. The findings of this research will contribute to the growing body of knowledge on CRM in the beauty industry and offer practical recommendations for enhancing customer engagement and business performance in similar service-oriented enterprises.

Statement of the Problem

In contemporary competitive market, businesses increasingly rely on customer relations strategies not only to enhance client satisfaction but also to drive business promotion, loyalty, and long-term profitability. Previous research has consistently shown that effective customer relations through personalized service delivery, loyalty programs, social media engagement, and efficient communication channels plays a critical role in shaping customer behavior and influencing business outcomes (Ndubisi, 2007; Agnihotri et al., 2016; Lemon & Verhoef, 2016). For instance, studies in the hospitality and wellness industries have demonstrated that personalized interactions build emotional connections, strengthen trust, and lead to increased customer retention and referrals (Brodie et al., 2013; Boateng, 2016). Similarly, evidence from the beauty and aesthetics sector suggests that businesses that integrate digital platforms with customer engagement strategies enjoy stronger brand visibility and higher patronage (Kaplan & Haenlein, 2010; Chaffey & Ellis-Chadwick, 2019).

Despite these advancements, a number of gaps remain. Much of the existing literature has focused on customer relations in large-scale service industries such as banking, telecommunications, and hospitality, with limited empirical attention to wellness and aesthetic service providers like medical spas. Where studies have been conducted, they often emphasize the importance of customer relations but rarely evaluate the effectiveness of specific strategies such as loyalty programs, personalized service, and digital engagement tools (Reinartz et al., 2004; Payne & Frow, 2005). Moreover, in the Nigerian context, research on how customer relations can be systematically harnessed to promote wellness and beauty businesses remains sparse. This is despite the fact that customer experience and trust are often the primary drivers of patronage in these sectors.

Another critical gap lies in the measurement of impact. While many businesses implement some form of customer relations strategy, few studies have examined how these strategies translate into measurable outcomes like customer satisfaction, brand loyalty, repeat patronage, and business growth (Zeithaml et al., 1996; Oliver, 1980). This lack of localized empirical data makes it difficult for service providers, including med spas, to make informed strategic decisions that align with customer expectations and market dynamics.

Therefore, this study seeks to fill these gaps by empirically assessing the customer relations strategies adopted by Beauty Secrets Med Spa in Abuja and evaluating their effectiveness in promoting the business. It aims to provide evidence on how customer relations can enhance satisfaction, strengthen loyalty, and stimulate repeat patronage within the med spa sector in Nigeria.

Objectives of the Study

1. To identify the Customer Relations Strategies used by Beauty Secrets Med Spa Abuja.
2. To examine the effectiveness of these Customer Relations Strategies in enhancing customer satisfaction, loyalty, and repeat patronage.
3. To assess customers' perceptions and experiences regarding the Spa's approach to personalized services, communication, and loyalty incentives.
4. To identify the challenges encountered by Beauty Secrets Med Spa Abuja in implementing and sustaining effective Customer Relations Strategies.

Literature Review

Customer relations strategies are deliberate approaches businesses adopt to build and maintain long-term, positive relationships with their clients. These strategies aim to enhance customer satisfaction, foster loyalty, and ultimately drive business growth. According to Kotler and Keller (2016), successful organizations prioritize the development of customer-centric strategies because retaining existing customers is often more cost-effective than acquiring new ones. In service-oriented businesses like med Spas, strong customer relations are not just beneficial but essential due to the intimate and personalized nature of services offered.

Personalized customer service is one of the most effective customer relations strategies. It involves understanding individual client needs and tailoring services accordingly. Peppers and Rogers (2017) note that personalization strengthens emotional bonds between customers and businesses by making clients feel recognized and valued. In the context of Beauty Secrets Med Spa Abuja, personalized services such as customized skin care regimens, client-specific treatment plans, and remembering customer preferences can enhance client satisfaction and increase repeat visits.

Loyalty programs are another crucial strategy for building lasting customer relationships. These programs reward clients for consistent patronage, referrals, or purchases, encouraging them to stay committed to the brand. Reichheld and Sasser (1990) argue that customer retention can have a significant impact on profitability, as loyal customers often spend more and bring in new clients through word-of-mouth. For a med Spa, loyalty programs could include membership discounts, point-based rewards, or special packages for regular clients.

Effective communication channels also play a pivotal role in customer relations. Whether it's face-to-face, through phone calls, email, or messaging apps, clear and timely communication helps manage expectations and resolve issues efficiently. Zeithaml, Bitner, and Gremler (2018) assert that communication influences customer perceptions of service quality and professionalism. A med Spa that communicates appointment reminders, service updates, and promotional offers effectively is more likely to build trust and satisfaction among its clients.

Social media engagement has emerged as a dynamic customer relations strategy in the digital age. Chaffey and Ellis-Chadwick (2019) highlight that platforms like Instagram, Facebook, and Twitter enable businesses to interact directly with customers, respond to inquiries, gather feedback, and showcase brand values. For Beauty Secrets Med Spa Abuja, maintaining an active social media

presence can help humanize the brand, educate customers about services, and foster a community around wellness and self-care.

Another strategy is the implementation of customer feedback mechanisms. Actively seeking and acting on client feedback helps businesses identify service gaps and improve customer experiences. According to Buttle and Maklan (2019), feedback loops allow organizations to adapt to customer expectations and demonstrate responsiveness. Methods such as surveys, suggestion boxes, or post-service follow-ups are practical tools for gathering insights and enhancing service delivery in the med Spa sector.

While implementing effective customer relations strategies is crucial for enhancing client satisfaction and business growth, it is not without challenges. These obstacles can stem from organizational, technological, financial, or human factors that hinder the execution of well-designed strategies. According to Buttle and Maklan (2019), the success of customer relationship management (CRM) depends not only on tools and systems but also on how well organizations can align these strategies with their internal capabilities and customer expectations. One of the primary challenges is the lack of adequate staff training and customer service orientation. In many service-based businesses, including med Spas, frontline employees are the face of the brand. However, without proper training in communication, conflict resolution, and service standards, they may fail to deliver experiences that foster customer satisfaction and loyalty. Zeithaml, Bitner, and Gremler (2018) emphasize that poorly trained staff can damage relationships, no matter how advanced the CRM tools are.

Financial constraints pose another significant hurdle, especially for small and medium enterprises (SMEs) like med Spas. Implementing comprehensive CRM systems, loyalty program, and digital engagement tools requires considerable investment. Kotler and Keller (2016) note that limited budgets can prevent businesses from acquiring advanced CRM technologies or hiring customer service specialists, leading to inconsistent or substandard customer engagement.

Another major challenge is data management and integration. Collecting, storing, and analyzing customer data effectively is critical for personalization and targeted communication. However, many businesses struggle with fragmented data across different platforms, leading to inconsistent service. Laudon and Traver (2021) argue that without a unified data system, businesses cannot obtain a 360-degree view of their customers, which limits the effectiveness of any relationship-building efforts.

Resistance to change among staff or management can also hinder the successful implementation of customer relations strategies. In some organizations, especially those with traditional operating models, employees may resist adopting new technologies or methods, fearing increased workload or lack of competence. According to Peppers and Rogers (2017), change management is a critical aspect of CRM implementation, and businesses must foster a culture that values continuous learning and customer-centric thinking.

Additionally, technological complexity and system failures can interrupt CRM efforts. Even when businesses adopt CRM platforms, issues such as software glitches, lack of user-friendliness, or

poor customization can limit the effectiveness of those tools. As noted by Tuten and Solomon (2017), technology should be seen as an enabler rather than a replacement for genuine human interactions, and businesses must ensure that technology adoption complements rather than complicates service delivery.

Measuring the effectiveness of customer relations strategies is a challenge in itself. Many organizations implement strategies without having clear performance indicators or feedback mechanisms. Without proper evaluation, it becomes difficult to know what is working and what needs adjustment. According to Reichheld and Sasser (1990), regular assessment using metrics like customer satisfaction scores, retention rates, and Net Promoter Scores is essential to fine-tune CRM initiatives.

Review of Empirical Studies

Huang et al. (2024) examine Customer Relationship Management via Quantile Region Convolutional Neural Network-Long Short-Term Memory and Cross-Attention Mechanism. This study introduced a hybrid deep learning model combining QRCNN-LSTM and cross-attention mechanisms to enhance risk analysis in CRM. By capturing both local and global dependencies in sequence data, the model aimed to identify potential risks affecting customer satisfaction and retention. The researchers applied this model to CRM datasets, demonstrating its effectiveness in pinpointing risk factors that could lead to customer churn. The integration of cross-attention mechanisms allowed the model to focus on specific features relevant to CRM risk analysis, thereby improving predictive accuracy. The study concludes that advanced deep learning architectures could significantly improve risk assessment in CRM systems. It recommends that businesses adopt such models to proactively identify and mitigate factors leading to customer dissatisfaction. This approach is in line with the current study's focus on leveraging technology to enhance customer relationship strategies.

Roberts-Lombard et al. (2024) investigate how factors like employee attitude, service performance, and perceived value influence customer satisfaction and loyalty, with a focus on the mediating roles of affective and calculative commitment. Data collected from 300 retail banking customers reveal that employee-related factors positively influence satisfaction, which in turn affects loyalty. Both affective and calculative commitment partially mediated the satisfaction–loyalty relationship, highlighting the importance of emotional and rational evaluations in customer retention. The study concludes that banks should enhance employee-customer interactions and deliver value to strengthen customer loyalty. It recommends training programmes to improve service quality and strategies to increase perceived value. This complements the current study's focus on personalized customer engagement in the wellness industry.

Buhler et al. (2024) conducted “*Customer Loyalty in the Banking Sector: A Meta-Analytic Study.*” The study synthesizes findings from 275 studies involving over 134,000 bank customers across more than 50 countries to identify key drivers of customer loyalty. The meta-analysis reveals that responsiveness, privacy, commitment, trust, and empathy are paramount in fostering loyalty. Cultural dimensions like individualism and masculinity, as well as economic indicators like the Human Development Index, significantly moderated these relationships. The study concludes that banks should tailor their CRM strategies to cultural and economic contexts to enhance customer

loyalty. It recommends focusing on building trust and empathy in customer interactions. This aligns with the current study's emphasis on culturally sensitive customer relationship strategies.

Mittal et al. (2023) presents a meta-analysis of 245 articles to assess the relationship between customer satisfaction and firm performance. The analysis showed a positive association between customer satisfaction and outcomes like retention, word-of-mouth, spending, and financial performance. The strength of these associations varied based on contextual factors and measurement characteristics. The study concludes that customer satisfaction is a critical driver of both customer behaviour and firm success. It recommends that businesses prioritize customer satisfaction to achieve long-term financial gains. This supports the current study's focus on satisfaction-driven customer relationship strategies.

Al-Dmour et al. (2023) investigate the impact of electronic customer relationship management strategies on customer loyalty. The study focuses on the Jordanian telecommunication sector, examining how functional and personal dimensions of e-CRM influence customer loyalty, with customer relationship quality as a mediator. Data from 301 online shoppers indicates that the functional dimension positively affected customer loyalty, while the personal dimension had a negative effect. However, both dimensions positively influenced perceived customer relationship quality, which in turn positively affected loyalty. The study concludes that enhancing the functional aspects of e-CRM and improving relationship quality are essential for customer loyalty. It recommends that telecom companies focus on efficient service delivery and relationship-building strategies. This aligns with the current study's emphasis on effective digital CRM practices.

Al-Haddad et al. (2024) examine how social CRM affects the performance of SMEs, incorporating theories like the Fit-Viability Model, Network Externalities, and the Resource-Based View. Surveying 149 SME managers, the study found that the fitness and viability of social CRM significantly influence SME performance. Network externalities and internal financial resources were key factors in the successful implementation of social CRM. The study concluded that SMEs should assess the suitability and readiness for social CRM adoption to enhance performance. It recommended leveraging social media platforms effectively and ensuring adequate resources for CRM initiatives. This complements the current study's focus on social media engagement in customer relationship strategies.

So et al. (2024) present fifteen years of research on customer loyalty formation: a meta-analytic structural equation model. The study synthesized research in the tourism and hospitality sectors to clarify the relationships among satisfaction, quality, value, and loyalty. The meta-analysis confirmed that customer satisfaction fully mediates the relationship between perceived service quality and loyalty. It highlighted the complexity of loyalty formation and the need for a solid understanding of fundamental relationships among key constructs. The study concluded that businesses should focus on enhancing customer satisfaction to foster loyalty. It recommended that future research explore additional factors influencing loyalty formation. This aligns with the current study's emphasis on satisfaction as a cornerstone of customer loyalty strategies.

Theoretical Framework

This study is anchored on Relationship Marketing Theory. The theory was first conceptualized by Leonard L. Berry in 1983, centers on the long-term value of customer relationships rather than short-term transactional exchanges. Berry argued that businesses, especially in service industries, should focus on building, maintaining, and enhancing relationships with customers to achieve sustained growth. Unlike traditional marketing approaches, which emphasize acquiring new customers, relationship marketing prioritizes customer retention, satisfaction, and loyalty through continuous engagement and value creation.

Relationship Marketing Theory according to Morgan & Hunt, (1994) is grounded on several core principles: customer trust, commitment, communication, satisfaction, and service quality. These elements according to Peppers and Rogers (2017) collectively foster a deeper emotional connection between the business and its clients. Trust encourages repeat patronage; commitment motivates customers to stay loyal; communication ensures transparency and responsiveness; and satisfaction arises when expectations are consistently met or exceeded. These constructs are especially relevant to service-based enterprises like Beauty Secrets Med Spa Abuja, where customer experience is a key differentiator.

Within the context of this study, the theory supports the use of customer relations strategies such as personalized customer service, loyalty programs, social media engagement, and effective communication channels. These strategies help the Spa build meaningful relationships that transcend one-time transactions. For example, personalized skincare consultations and loyalty discounts show commitment to individual client needs, while active social media responses and WhatsApp communications promote accessibility and trust. The theory posits that such practices are not only instrumental for customer retention but also for word-of-mouth promotion and brand advocacy.

Berry's theory also explains how strong customer relationships lead to positive business outcomes, including increased revenue, reduced marketing costs, and sustained competitive advantage. Loyal customers are more likely to recommend the Spa to others, share their experiences online, and return for additional services thereby promoting the brand organically. Thus, the theoretical framework underpins the idea that strategic customer relations drive business growth more effectively than aggressive advertising or price-based competition.

This theory offers a robust explanation of how customer relations strategies influence customer behaviour and business outcomes. The theory is in line with the study's focus on evaluating how Beauty Secrets Med Spa engages clients, fosters loyalty, and enhances business promotion through relational efforts. By analysing these practices through the lens of relationship marketing, the study can assess not just what strategies are used, but how and why they contribute to business success. Relationship Marketing Theory provides a solid theoretical foundation for understanding the strategic role of customer relations in service-based enterprises (Laudon and Traver 2021). It supports the idea that maintaining long-term customer relationships through consistent value delivery is key to business sustainability and promotional success. Its application in this study will help assess the effectiveness of the Spa's customer engagement initiatives in achieving both customer satisfaction and business growth.

Methodology

This study adopts a mixed-method research design, specifically combining quantitative and qualitative approaches to provide a comprehensive understanding of customer relations strategies adopted by Beauty Secrets Med Spa for business promotion. A mixed-method design was considered appropriate because it allows for triangulation of data, offering both measurable patterns and deeper insights into the phenomenon under investigation (Creswell & Creswell, 2018; Tashakkori & Teddlie, 2010). Two main research instruments were employed for this study: a structured questionnaire and a structured interview guide. These instruments were carefully designed to collect both quantitative and qualitative data relevant to assessing the customer relations strategies adopted by Beauty Secrets Med Spa for business promotion.

The population for this study comprises all clients and staff members of Beauty Secrets Med Spa Abuja, as they are central to the implementation and experience of customer relations strategies being investigated. Given a total population of 10,070 individuals comprising 70 staff and 10000 clients of Beauty Secrets Med Spa Abuja, a scientifically determined sample size will ensure the reliability and validity of the research outcomes.

To calculate the sample size, Taro Yamane's (1967) formula is used, which is suitable for finite populations:

$$n = N / (1 + N(e)^2)$$

Where:

- n = sample size
- N = population size (10070)
- e = level of precision (0.05 for 95% confidence level)

$$\begin{aligned} n &= 10070 / (1 + 10070 (0.05)^2) \\ &= 10070 / (1 + 10070 (0.0025)) \\ &= 10070 / (1 + 1.6925) \\ &= 10070 / 2.6925 = 385.4 \end{aligned}$$

Thus, the sample size for the study is approximately 385 respondents.

Data Presentation and Analysis

Table 4.1.3: Customer Relations strategies identified by respondents?

Response	Frequency	Percentage
Personalized customer service	256	67%
Reward or loyalty programs	312	82%
Responsive communication	145	38%
Social media promotions	304	80%
None of the above	65	17%

Source: Field Survey, 2025

The data reveals that a large proportion of respondents are aware of customer relations initiatives offered by Beauty Secrets Med Spa Abuja, particularly loyalty programs and social media promotions. The high recognition of reward or loyalty programs (82%) and social media

promotions (80%) indicates that these strategies are the spa's most visible and effective tools for customer engagement and business promotion. Personalized customer service (67%) also ranks significantly, reflecting the spa's commitment to individualized attention and client satisfaction an essential feature in the wellness and beauty industry. However, the relatively lower awareness of responsive communication (38%) suggests that while promotional and reward-based strategies are strong, real-time interaction and feedback responsiveness could be improved. The 17% who reported no awareness or benefit from any of the strategies further highlight the need for broader communication outreach to ensure inclusivity. Overall, these findings suggest that Beauty Secrets Med Spa has successfully implemented key customer relations strategies, particularly those tied to incentives and digital engagement, but could enhance effectiveness by strengthening two-way communication and ensuring that all clients experience and recognize the full range of its customer care initiatives.

Perception of Effectiveness of Customer Relations Strategies and Business Outcomes

Response Category	Generally Effective	Influence Decision to Return	Satisfied with Service Quality	Would Recommend Spa	Improved Loyalty
Strongly Agree	121 (32%)	93 (24%)	107 (28%)	65 (17%)	91 (24%)
Agree	130 (35%)	151 (40%)	129 (34%)	167 (44%)	150 (40%)
Somewhat Agree	40 (10%)	60 (16%)	69 (18%)	33 (9%)	41 (11%)
Undecided	18 (5%)	23 (6%)	10 (3%)	29 (8%)	15 (4%)
Disagree	50 (13%)	25 (7%)	27 (7%)	43 (11%)	38 (10%)
Strongly Disagree	21 (5%)	28 (7%)	38 (10%)	52 (14%)	45 (12%)
Total	380 (100%)	380 (100%)	380 (100%)	380 (100%)	380 (100%)

Source: Field Survey, 2025

The data indicate that customer relations strategies at the Spa are largely perceived as effective, with up to 67% of respondents either strongly agreeing or agreeing that the strategies are generally effective. This positive perception clearly translates into behavior, as many respondents (64%) also indicated that these strategies influence their decision to return. In other words, good customer relations are not just appreciated they actually encourage repeat visits. The data also shows that satisfaction levels are relatively high, with 62% expressing that they are satisfied or strongly satisfied with the quality of services received, suggesting that relational efforts are supported by service performance. Furthermore, 61% (17% strongly agree and 44% agree) indicated that they would recommend the Spa to others, reinforcing the link between customer relations and positive word-of-mouth promotion. Similarly, 64% agreed that the Spa's customer relations strategies have improved their loyalty, confirming that these approaches contribute to retention and repeat patronage.

However, a combined average of about 15–21% across the items expressed disagreement or strong disagreement, particularly regarding recommendations (25%) and loyalty (22%), indicating that a notable minority may have experienced gaps in service delivery or communication. The small

proportion of undecided responses (ranging between 3% and 8%) suggests that most customers have formed definite opinions about the Spa's relational performance. While the findings strongly demonstrate that customer relations strategies are enhancing satisfaction, loyalty, repeat patronage, and advocacy, they also highlight the need for greater consistency to convert more neutral or dissatisfied clients into loyal promoters.

Customer perceptions regarding the Spa's approach to personalized services, communication, and feedback mechanism.

Response Category	Services Tailored to Individual Needs	Feedback Welcomed & Acted Upon	Staff Courteous & Professional	Social Media Increases Interest
Strongly Agree	105 (28%)	124 (32%)	140 (37%)	69 (18%)
Agree	144 (38%)	118 (31%)	128 (34%)	124 (33%)
Somewhat Agree	35 (9%)	45 (12%)	33 (9%)	58 (15%)
Undecided	19 (5%)	14 (4%)	15 (4%)	45 (12%)
Disagree	30 (8%)	45 (12%)	34 (9%)	51 (13%)
Strongly Disagree	47 (12%)	34 (9%)	30 (8%)	33 (9%)
Total	380 (100%)	380 (100%)	380 (100%)	380 (100%)

Source: Field Survey, 2025

The data on this table reveal significantly positive customer perceptions across the four key dimensions of personalization, feedback management, staff professionalism, and social media engagement, although with varying degrees of strength. Service personalization appears to be a notable strength, as 66% of respondents affirmed that the Spa offers services tailored to individual needs, suggesting that consultations and customized treatments are clearly recognized by clients. Similarly, 63% agreed that customer feedback is welcomed and acted upon, indicating that a majority perceive the Spa as responsive and open to improvement, though the presence of 21% disagreement suggests that feedback mechanisms may not always be visibly implemented or effectively communicated. Staff professionalism stands out as the strongest area, with up to 71% confirming that staff are courteous and professional, highlighting interpersonal interaction as a core driver of positive customer experience and satisfaction. In contrast, social media engagement shows comparatively moderate effectiveness; while 51% agreed that it increases their interest in offers and promotions, a combined 22% disagreed and 12% remained undecided, indicating that digital strategies may not be as compelling or consistently engaging as in-person service delivery. The relatively low levels of undecided responses across most variables suggest that customers have formed clear opinions based on direct experience. Overall, the pattern indicates that the Spa's strongest assets lie in staff conduct and service customization, while greater attention may be required to enhance the perceived impact of digital engagement and ensure more consistent visibility of feedback implementation to strengthen overall customer loyalty and business promotion outcomes.

Observed Challenges in the Spa's Customer Relations Strategies

Response Category	Frequency	Percentage
Inconsistent Service Delivery	186	49%
Delayed Communication	125	33%
Lack of Feedback Mechanisms	174	46%
Limited Staff Training	158	42%
Poor Use of Digital Platforms	203	53%
Inadequate Customer Follow-up	214	56%
None of the Above	45	12%

Source: Field Survey, 2025

The data reveals that respondents identified several notable challenges affecting the effectiveness of Beauty Secrets Med Spa's customer relations strategies, with inadequate customer follow-up (56%) and poor use of digital platforms (53%) emerging as the most prevalent concerns. These findings indicate that while the spa has made efforts in customer engagement, there are gaps in maintaining consistent post-service communication and optimizing digital tools for customer interaction and retention. Inconsistent service delivery (49%) and lack of feedback mechanisms (46%) were also reported by a significant portion of respondents, suggesting variability in service quality and limited opportunities for clients to share their experiences or influence service improvements. Additionally, limited staff training (42%) and delayed communication (33%) reflect internal operational issues that may hinder responsiveness and service consistency. The presence of 12% who reported none of these challenges implies that some clients perceive the spa's customer relations as satisfactory, though they remain a minority. Overall, these findings highlight key operational and communication challenges that could weaken customer satisfaction and loyalty if unaddressed. To improve, the spa should invest in staff development, establish clear feedback and follow-up systems, and leverage digital platforms more strategically to enhance real-time communication, service consistency, and long-term client engagement.

Discussion of Findings

The purpose of this study was to assess the customer relations strategies adopted by Beauty Secrets Med Spa Abuja for business promotion. Using a mixed-method approach, the study analyzed both quantitative data from questionnaires administered to 380 respondents and qualitative insights from interviews with five key staff members. The discussion of findings is presented in line with the research objectives and questions, while connecting the results to existing scholarly literature.

The demographic data revealed that the spa's clients are predominantly female (68%), educated, and within the youthful and economically active age brackets of 18–35 years. This demographic composition aligns with studies that suggest women and younger adults are more likely to patronize wellness and beauty establishments and engage with digital promotional strategies (Zeithaml et al., 2020). The fact that 85% of respondents were clients and a significant proportion had been associated with the spa for one to two years suggests a relatively stable and loyal customer base. This demographic structure supports the spa's adoption of digital-focused and personalized customer relations efforts, which tend to resonate deeply with youthful, educated consumers (Kotler & Keller, 2016).

Regarding the specific customer relations strategies employed, both the questionnaire and interview findings highlight loyalty programs, personalized service delivery, and social media engagement as dominant strategies. For instance, 82% of respondents indicated they had benefited from loyalty programs, while 80% acknowledged social media promotions. These results support findings by Harrigan et al. (2018), who assert that loyalty programs and digital engagement significantly enhance customer retention in service industries. Interviewees such as Tonia and Best further confirmed that loyalty programs encourage repeat visits, and personalized care fosters emotional connections with clients.

Digital engagement emerged as one of the spa's strongest strategies, with Instagram identified as the most used platform for customer engagement. This aligns with earlier research showing that visually driven platforms such as Instagram are highly effective for promoting beauty and wellness services (Ivanova & Nogueira, 2021). Staff interviews supported this quantitative finding, explaining that social media is used to share treatment results, educational content, and promotional offers, thereby strengthening brand visibility and customer relationships. However, challenges in maintaining timely responses and managing multiple digital channels were also noted, mirroring findings by Mangold & Faulds (2009) that social media requires continuous monitoring to be effective.

The results also indicate that customer relations strategies at the Spa are largely perceived as effective, with up to 67% of respondents either strongly agreeing or agreeing that the strategies are generally effective. The findings also show there's strong customer satisfaction with the spa's customer service, with 71% agreeing that staff are courteous and professional. This supports the SERVQUAL model (Parasuraman et al., 1988), particularly its dimensions of responsiveness, assurance, and empathy, which literature identifies as essential predictors of customer satisfaction in service organizations. Interview data reinforced this, with staff describing structured consultations, warm greetings, and professional behavior as integral aspects of their service delivery. These practices are in line with the expectation-confirmation theory, where satisfaction occurs when service performance meets or exceeds expectations (Oliver, 1997).

Customer perceptions as indicated by findings also show that the spa offers tailored services, welcomes feedback, and uses effective communication channels. The fact that 66% agreed that services are personalized and 63% felt feedback is acted upon demonstrates alignment with studies emphasizing personalization as a key driver of satisfaction in wellness industries (Pansari & Kumar, 2017). Interviewees, including Dami and Tabitha, described detailed profiling, consultations, and follow-up care as mechanisms used to enhance personalization. These practices reinforce the social exchange theory, which posits that customers remain loyal when they perceive value and relational investment from the service provider (Blau, 1964).

The influence of customer relations strategies on loyalty and repeat patronage was evident, with 64% confirming that these strategies strengthen their loyalty and 64% stating that they influence their decision to return. This supports the findings of earlier empirical studies that show that customer relations tools such as loyalty programs and personalized follow-ups contribute directly to customer retention and long-term business performance (Ndubisi, 2007). Interview data also

confirmed this, as staff provided real examples where personalized follow-up communication led to referrals, increased repeat bookings, and stronger client relationships.

Despite these strengths, the study uncovered several challenges within the spa's customer relations system. Inadequate customer follow-up (56%), poor use of digital platforms (53%), inconsistent service delivery (49%), and lack of feedback mechanisms (46%) emerged as critical concerns. These issues reflect operational inconsistencies and the need for improved coordination, training, and digital infrastructure. Staff interviews corroborated these findings, noting challenges such as high client volumes, record-keeping difficulties, and communication gaps when multiple staff manage clients. These challenges align with literature highlighting internal capacity constraints as common barriers to effective customer relations in service organizations (Lovelock & Wirtz, 2016).

Conclusion

This study examines the customer relations strategies adopted by Beauty Secrets Med Spa Abuja and their effectiveness in promoting business growth, enhancing customer satisfaction, and strengthening client loyalty. The findings from the questionnaire, interview data, and literature review jointly reveal that the spa has implemented a multifaceted customer relations framework built on personalized service, loyalty programs, effective communication channels, digital engagement, and consistent follow-up care. The study establishes that these strategies have significantly shaped clients' perceptions and contributed to high levels of satisfaction, repeat patronage, and positive word-of-mouth referrals. The demographic analysis further shows that the spa's largely young, educated, and digitally active clientele responds positively to technology-driven engagement and personalized wellness experiences. Despite notable successes, the study also discovers areas requiring improvement, including delayed communication, inconsistent service delivery, inadequate customer follow-up, and limited use of digital platforms challenges that align with gaps identified in existing literature. Interview insights confirm these weaknesses while highlighting staff commitment to better systems and technology to enhance service delivery. The study concludes that customer relations strategies at Beauty Secrets Med Spa are effective and central to its business growth, but optimizing digital engagement, staff capacity, and follow-up systems is essential to sustaining client loyalty and achieving long-term competitive advantage.

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