

Marketing from ‘Traffic’ to ‘Retention’ -- Establishing Brands and Models Based on Value Proposition and Customer Relationships

Congxin Dou

School of Tourism and Cultural Industries, University of Guizhou University, Guiyang, 550025, China.

tci.cxdou23@gzu.edu.cn

ABSTRACT

With the gradual depletion of the traffic dividend in the mobile Internet era, retail enterprises are facing profound challenges in their strategic transformation from “traffic acquisition” to “retention operation”. The traditional traffic marketing paradigm, which centers on exposure volume and customer acquisition scale, is experiencing a continuous decline in marginal benefits. In contrast, the “retention” mindset based on the management of the full life cycle value of users has increasingly become a focus of attention in both academic and business circles. This paper takes the “traffic-retention” transformation as the core issue, and systematically explores how retail enterprises can achieve a paradigm shift from one-time traffic consumption to sustainable user asset accumulation through the construction of precise value propositions, multi-dimensional customer relationship building, and the deep integration of digital technologies, by relying on two theoretical pillars: value proposition construction and customer relationship management. The study takes Uniqlo and Suning Xiaodian as typical cases, and through a comparative analysis of the practical paths of the two enterprises in terms of differentiated positioning of value propositions, omni-channel customer relationship management, and data-driven refined operations, it distills a closed-loop operation framework of “value proposition - customer demand - customer relationship - value realization”. The research findings are as follows: First, a precise value proposition driven by big data is the fundamental prerequisite for the transformation from traffic to retention. Enterprises need to form dynamic and adaptive differentiated value outputs based on in-depth user insights. Second, a multi-dimensional customer relationship system that spans the entire pre-sale, in-sale, and post-sale cycle is a key mechanism for enhancing user stickiness and repurchase rates, with the core being to take customer lifetime value as the decision-making anchor point for resource allocation. Third, the integration of artificial intelligence and big data technologies provides technical support for the digital closed loop of “prediction - optimization - service - retention”, enabling enterprises to achieve integrated management of demand prediction, intelligent replenishment, personalized recommendation, and effect evaluation. The theoretical contribution of this paper lies in the systematic integration of value proposition theory and customer relationship management theory, and the construction of an analytical framework for the “retention” transformation of the retail industry, filling the gap in the existing research in the intersection of the two theories. At the practical level, it provides operational implementation paths for brand building and business model innovation of new retail enterprises.

Keywords: Traffic marketing; Retention operation; Value proposition; Customer relationship management; Customer lifetime value; New retail; Digital transformation

1. INTRODUCTION

The proliferation of mobile internet has given rise to a marketing paradigm driven by traffic scale. Under this logic, enterprises focus their strategic priorities on multi-touchpoint user reach, conversion rate optimization, and customer acquisition cost control, with traffic regarded as the primary engine for growth. Rathore (2019) pointed out in his discussion of the impact of digital transformation on marketing management strategies that the primary task for enterprises in the digital age is to rapidly expand traffic scale through multi-touchpoint user reach, and the popularization of digital technology enables enterprises to track and optimize customer acquisition paths in unprecedented ways ^[1]. However, as the growth of internet users approaches saturation and platform competition intensifies, the cost of traffic acquisition continues to rise, and the marginal returns of the traditional traffic model show a significant decline - enterprises have gradually realized that the growth logic relying solely on traffic scale expansion is no longer sustainable.

This structural shift has prompted both academia and industry to focus on a core issue: how can enterprises shift from short-term traffic consumption to long-term user value accumulation? In response to this issue, the concept of “retention

traffic” has emerged, which essentially centers on the full life cycle value of users and replaces the extensive acquisition of traffic with the in-depth management of customer relationships. In this paper, retention operation refers to the continuous management of customer lifetime value through repeated interaction, relationship maintenance, and value co-creation. Theoretically, the value proposition theory and customer relationship management theory provide two key explanatory paths for this transformation. Piepponen et al. (2022), taking the media industry as a case, explored through 59 in-depth interviews how digital transformation changes the nature and content of value propositions, proposing a systematic framework covering “transformation drivers - meaning construction practices - value element reshaping”, revealing the internal mechanism of the evolution of value propositions from static design to dynamic adaptation in the digital environment ^[5]. In the dimension of customer relationships, Ascarza et al. (2018) in their comprehensive review of customer retention management research pointed out that methods such as logistic regression, survival analysis, and causal inference can help enterprises not only predict whether customers are likely to churn but also predict the time point of churn, thereby providing precise intervention basis for customer relationship management ^[4]. Elgeti and Kleinaltenkamp (2024) further revealed through a single-case study how customer value propositions in subscription-based business models adapt from the “acquisition stage” to the “retention stage”, providing micro-level theoretical insights into the transformation mechanism from traffic to retention traffic ^[7].

Although the above studies have advanced the theoretical understanding of user retention from the perspectives of value propositions and customer relationship management, there is still a significant gap in the intersection of the two theoretical schools. Most studies either focus on the conceptualization and dynamic evolution of value propositions or emphasize the prediction models and driving factors of customer retention, with few studies systematically integrating value proposition construction and customer relationship management into a unified analytical framework to explore how they jointly drive the “retention traffic” transformation of retail enterprises. Immonen (2025)’s research on online malls, although initially touching upon the relationship between value proposition refinement and customer acquisition and retention, is limited by its single-case study, which restricts the universality and explanatory power of the theoretical framework.

Based on the above theoretical gap, this paper focuses on the core issue of the transformation from “traffic” to “retention traffic” in the retail industry, taking Uniqlo and Suning Xiaodian as typical cases, and systematically constructs a closed-loop analysis framework of “value proposition - customer needs - customer relationship - value realization” from three dimensions: precise value proposition creation, multi-dimensional customer relationship building, and digital technology integration support. The theoretical contribution of this paper lies in: first, integrating the value proposition theory and customer relationship management theory across domains, and proposing a unified analytical framework for the “retention traffic” transformation. Second, through a multi-case comparison, reveal the differentiated paths and common mechanisms of different retail formats in the “traffic-to-retention” transformation; third, provide theoretical guidance and practical references for brand building and business model innovation of retail enterprises in the digital context.

2. LITERATURE REVIEW

Early research focused on the marketing logic during the period of digital traffic dividend explosion. Around 2015, with the popularization of mobile Internet, scholars generally regarded “traffic” as the core driving force for enterprise growth, and the research focus was on traffic acquisition channels, conversion rate optimization, and customer acquisition cost control. Rathore (2019) pointed out in his discussion of the impact of digital transformation on marketing management strategies that the primary task of enterprise marketing in the digital age is to reach users through multiple touchpoints to achieve rapid expansion of traffic scale, and the popularization of digital technology enables enterprises to track and optimize customer acquisition paths in unprecedented ways ^[1]. Mohd Satar et al. (2019) took the e-commerce platform 11Street as a case to analyze the construction strategy of customer value propositions in the e-commerce environment. Findings from their work revealed that the focal preoccupation of firms during this phase centered on refining value propositions to align with consumer expectations and broaden visitor acquisition scales ^[2].

Scholarly inquiries of this era largely framed visitor inflow as an instrument for near-term expansion. deep explorations into the enduring worth of user retention remained absent from mainstream analytical frameworks.

Between 2018 and 2020, industry-wide traffic dividends entered a phase of gradual attenuation. Academic circles initiated introspection regarding constraints inherent in conventional traffic-centric operational blueprints. Koilada (2019) unveiled a value-centered digital transition structure at the IEEE symposium, underscoring a strategic shift from sheer pursuit of visitor volumes toward data-enabled comprehension of consumer journeys to bolster sustained user allegiance.

Empirical outcomes from his investigation validated that data-guided consumer journey refinement exerted a tangible uplifting influence on retention outcomes^[3]. Such contributions laid pivotal theoretical groundwork for the retention-oriented operational mindset. Within the sphere of customer attrition exploration, researchers asserted that logistic regression, survival analysis and causal deduction equip enterprises to forecast both the likelihood and temporal node of potential user attrition. These mechanisms furnish targeted intervention benchmarks for customer relationship governance^[4]. Investigations emerging in this interval redirected analytical focus from traffic magnitudes toward consumer lifetime worth. Emphasis was increasingly placed on the strategic salience of structured customer relationship administration.

Since 2021, the deep integration of new retail and digital technology has promoted the deepening of “retention” research. Piepponen et al. (2022) published a study in the *Journal of Business Research* that explored through 59 in-depth interviews how digital transformation changes the nature and content of value propositions in the media industry, and proposed a systematic framework covering “drivers of value proposition transformation - meaning construction practices of both supply and demand sides - reshaping of value elements”^[5]. Coppola et al. (2021) further pointed out that digital technology has profoundly impacted organizational value propositions, driving enterprises to shift from transaction orientation to relationship orientation^[6]. Regarding the connection mechanism between customer acquisition and retention, Elgeti and Kleinaltenkamp (2024) explored through a single-case study how customer value propositions in subscription-based business models adaptively adjust from the “acquisition stage” to the “retention stage”^[7]. Sujatha (2024)’s research, from the perspective of strategic management of digital transformation, pointed out that in the era of internet shopping, enterprises need to reshape digital value propositions through strategic methods to cultivate user trust and loyalty^[8]. Recently, Immonen (2025) proposed in his research on online malls that refining the value proposition can effectively enhance customer acquisition and retention, and particularly emphasized the combination of proactive and reactive customer retention strategies^[9].

Overall, existing studies have produced a relatively rich theoretical body of work on topics such as traffic marketing, retention thinking, value propositions, and customer relationship management. However, there are still certain deficiencies in the current research: most of the achievements focus on theoretical discussions and macro-trend analyses; targeted research on how to systematically integrate value propositions and customer relationship management during the transformation of retail enterprises from “traffic” to “retention”, and how to form practical brand operation and business model paths, is still relatively weak - this is precisely the research gap that this article aims to fill.

3. METHODOLOGY

This study adopts a multi-case comparative method and follows typicality, representativeness, and comparability principles in case selection. Uniqlo and Suning Xiaodian are selected as typical cases for the following reasons. Uniqlo represents a leading apparel retail brand with a mature and distinctive value proposition system, while Suning Xiaodian stands for a typical community-based new retail format focusing on digital operations and scenario-based user management. The two enterprises belong to different retail subsectors and have different business models, which ensures the diversity of cases. Meanwhile, both have completed effective strategic transformation from traffic acquisition to retention operation and formed mature practices in value proposition construction, omni-channel customer relationship management, and digital technology application, thus having strong comparability in verifying the theoretical framework of this paper.

Based on the review of previous research on traffic marketing and retention thinking, as well as the practical need for the retail industry to transform from “traffic acquisition” to “retention operation”, this paper takes typical new retail enterprises such as Uniqlo and Suning Xiaodian as research objects. Through comparative analysis of their practical experiences in value proposition construction, omni-channel customer relationship management, and digital user operation, a set of implementable paths for converting traffic to retention is distilled. The following text will systematically elaborate on the specific content and operational logic of this methodology from three core dimensions: precise value proposition creation, multi-dimensional customer relationship construction, and digital technology integration support.

3.1 Creating a Precise Value Proposition that Matches Customer Needs

Precisely shaping the value proposition is the core foundation for enterprises to achieve the transformation from traffic to retention. Maina et al. (2025) found in their study of listed manufacturing enterprises in Kenya that enterprises implementing a customer value proposition innovation strategy saw a significant increase in customer repurchase frequency and retention rate^[10]. Immonen (2025) further underscored that a nuanced value proposition anchored in core dimensions including perceptibility, transaction conversion and visitor inflow acts as a pivotal catalyst in efficiently drawing new patrons and sustaining existing user bonds^[9].

Operational practices undertaken by Uniqlo lend robust credence to such a progression route. The brand, leveraging massive data analytics, precisely pinpointed prevailing public inclinations toward comfort, minimalism and cost-efficiency, then rolled out functional product lines including HEATTECH and AIRism. It thereby forged a disjunctive value proposition that persistently draws and sustains a highly loyal consumer cohort. Enterprises can reference this experience to carry out penetrating market probing and user demand parsing via big data tools, so as to precisely capture pain points and demand idiosyncrasies among targeted consumer groups. Sun & Tan (2022) used the SPRINT categorization algorithm to manifest that data-centered user discernment offers powerful backing for the design of targeted marketing blueprints, realizing four pivotal functions: consumer stratification, cross-purchase promotion, new customer acquisition and existing user retention ^[11]. Chen et al. (2020) also revealed that a banking customer relationship framework devised on the strength of decision tree arithmetic can thoroughly excavate consumer consumption inclinations and behavioral patterns, visibly elevating user gratification levels ^[12].

Enterprises ought to accentuate the idiosyncratic worth of their brand identity, integrating internal resource merits and core competitive strengths to shape a value proposition divergent from industry rivals. Mulyono & Rolando (2025) stressed in their systematic overview of consumer engagement tactics within retail scenarios that aligning value propositions transmitted via mobile portals and similar channels with user anticipation comprises a cornerstone in fortifying retail consumer allegiance ^[13]. Firms should also realize dynamic fine-tuning of value propositions by monitoring shifts in user demands in real time. Goswami & Rainy (2025) noted in their systematic review of AI-empowered customer relationship systems that intelligent technologies can tailor service provision modes in real time according to individual user traits, markedly lifting user retention ratios and overall corporate operational performance ^[14]. Enterprises should ultimately transmit value propositions to targeted users through diversified channels and expressive modalities. García-Nieto et al. (2025) discovered via a multi-case investigation covering 30 shopping venue administrators that retail operators can realize user retention via loyalty schemes and individualized services. Collaborative customer relationship tactics formulated alongside shopping venue governance can also visibly strengthen user gratification and overall commercial performance of retail premises ^[15]. Gazi et al. (2025) also corroborated via empirical scrutiny covering 300 users in the online banking sector that service caliber, operational efficiency and dependability favorably shape user retention and loyalty through the intervening function of consumer gratification ^[16]. Dwivedi et al. (2024) further demonstrated through a regression analysis of Indian tourism customers that the quality of service and employee behavior in CRM have a significant positive effect on customer demand satisfaction and satisfaction improvement ^[17].

3.2 Building Multi-Dimensional Customer Relationships to Enhance User Stickiness

Building multi-dimensional customer relationships is an important way to achieve user retention. Enterprises should establish a full life-cycle customer relationship management system based on value propositions ^[18]. Both Uniqlo and Suning Xiaodian have achieved high stickiness through full-cycle operations. Uniqlo offers full-channel services such as the same price online and offline, 30-day no-reason return and exchange, and in-store pickup after online orders. Suning Xiaodian implements “thousands of stores, thousands of faces” operations based on community scenarios, focusing on fresh produce for family users and fast food for white-collar workers, effectively increasing the store visit rate and repurchase rate through precise scenario matching.

Drawing on these practices, enterprises can carry out targeted customer expansion and value orientation during the pre-sale phase by relying on user portraits shaped via massive data analytics ^[11] ^[12]. Value proposition innovation strategies present a positive correlation with corporate operational performance. Users who engage products with greater frequency tend to sustain longer-term brand stickiness ^[10]. Business entities ought to weave full-scenario service resources together during transaction links and launch situational marketing blueprints to forge pleasant consumption impressions. Value propositions need to align organically with service touchpoints to amplify user recognition. Empirical probes reveal that service caliber, execution efficiency and dependable delivery exert marked impacts on customer retention and loyalty via the intermediate function of user satisfaction ^[16]. Enterprises may launch in-depth interactive communication with users after transactions through diversified channels including customized after-sales arrangements and user community governance. Systematic collation results highlight that customer involvement tactics stand as a pivotal mechanism lifting customer loyalty within retail scenarios ^[13]. AI-powered customer relationship management platforms can effectively boost retention ratios by supplying personalized service packages ^[14].

Companies ought to set up a user asset governance mechanism, regard users as core strategic resources and launch refined user operation blueprints. Customer lifetime value acts as a pivotal gauge weighing customer profit-generating capacity. Customer classification grounded in RFM analysis aids enterprises in pinpointing high-value user groups that deserve priority retention support ^[19]. Investment return research concerning customer retention activities reveals that marketing

executives need to synchronously employ driving factors for customer acquisition and retention to steadily elevate overall user assets and corporate performance^[20]. When enterprises enter a mature development phase with steady growth speed, maintaining existing users carries greater strategic weight than attracting new consumers^[21]. Empirical observations also disclose that enterprises tend to assign more marketing budgets to retention undertakings instead of acquisition initiatives when customer profit margins stay at a moderate tier^[22]. The fundamental aim of retention activities lies in elevating corporate value and operational efficacy. A retention model selection mechanism based on individual customer lifetime value can supply more profit-oriented decision references for retention formulation^[23].

3.3 Integrating Digital Technologies to Create a “Value-Customer” Sustainable Development Model

Digital technology integration serves as an indispensable safeguard for brand building and model construction centered on value propositions and customer connections. Suning Xiaodians’ digital operational practice offers an exemplary reference for the entire retail sector. Suning has constructed a full-chain intelligent governance system covering demand forecasting, inventory replenishment and product distribution on the strength of big data and AI algorithms. Machine learning forecasting models are trained using multi-dimensional features including historical sales records, store geographic positions and community population traits to precisely forecast future demand at single-store, category and even SKU levels^[24]. The system automatically generates optimal replenishment lists during the stocking phase, matches the nearest logistics node by combining regional warehouse stock and delivery efficiency and completes timely supply. Research results indicate that AI-driven demand forecasting systems can parse historical sales data, capture emerging consumption trends and execute accurate demand prediction via machine learning algorithms to realize more precise inventory deployment^[25]. Empirical studies in smart retail also verify that an AI model adopting the Random Forest Regressor approach records a mean squared error of merely 8.15% in demand forecasting tasks^[26].

Enterprises can employ digital tools to construct digital marketing platforms, realize integration and sharing of user data, value proposition transmission and customer relationship management information and shape a closed loop covering value proposition, user demand, customer relationship and value realization^[27]. Enterprises ought to utilize big data and artificial intelligence tools to conduct real-time parsing and forecasting of user needs. Research results suggest that big-data-driven AI prediction models can markedly improve retail demand forecasting accuracy by integrating online and offline multi-channel consumer behavior data^[28]. Enterprises need to establish a full-channel digital service framework, merge online and offline service resources and realize seamless user service coverage. AI-powered full-channel integration is reshaping retail experiences, supplying consistent customer service and customized suggestions across multiple digital platforms to help retailers build smooth full-channel experiences^[29]. Enterprises can further adopt digital tools to build a digital brand communication matrix, carry out interactive communication with users via social platforms and live streaming formats and fortify emotional bonds between brands and users^{[13][14]}. Enterprises should establish a digital evaluation mechanism, set indicators including value proposition fitness, customer relationship satisfaction and user retention ratio and implement real-time monitoring and assessment of marketing transformation effects. Research shows that marketing executives need to adopt a comprehensive index incorporating retention costs rather than a simplistic return index to more accurately measure marketing performance when assessing investment returns of customer acquisition and retention activities^[20]. Comprehensive studies in digital retail reveal that AI technology reshapes inventory governance through advanced demand forecasting and stock level optimization, enhances user experience via customized suggestions and precise marketing^[30] and forms a digital closed loop covering forecasting, optimization, service and retention.

4. SWOT ANALYSIS

Based on the logic of transforming traffic flow into sustained retention through value proposition coordination, customer relationship governance and digital technology integration, this framework presents strong applicability and operability in new retail enterprise practices. SWOT analysis helps clarify the application value and improvement space of this model more intuitively.

From the perspective of internal strengths, this framework centers on user needs and long-term value and distinguishes itself from traditional extensive traffic expansion modes. It effectively cuts customer acquisition expenses, lifts user repurchase frequencies and strengthens brand loyalty. Uniqlo achieves high member repurchase rates by virtue of distinct value propositions and omni-channel customer relationship operations. Suning Xiaodian markedly improves community user retention via precise digital operations. Both cases fully verify the validity of this model. The system takes value as the core, relationship as the carrier and technology as the support, with a clear framework and complete logic. It boasts strong replicability and can supply systematic transformation guidance for retail enterprises of different scales.

From the perspective of internal deficiencies, the implementation of this framework heavily depends on corporate data capacity, digital operation capacity and cross-functional marketing talents. Many small and medium-sized retail enterprises face realistic constraints including fragile data foundations, limited capital investment and insufficient professional team allocation. These factors may lead to formalism in value proposition extraction and full-life-cycle customer relationship construction. retention-oriented operations lay emphasis on long-term user asset accumulation. Short-term traffic growth and performance returns are not sufficiently prominent. Some enterprises may thus lack sustained execution impetus and find it difficult to persist in long-term promotion.

From the perspective of external opportunities, traffic dividends in the retail industry gradually approach saturation. Consumers attach greater importance to product quality, consumption experience and brand connotation, creating a favorable market environment for value-oriented and relationship-oriented retention models. Big data, artificial intelligence, omni-channel member systems and other technologies become increasingly popular, effectively lowering the threshold for corporate digital transformation. the demonstration effect of benchmark enterprises including Uniqlo and Suning Xiaodian, coupled with policy support for retail digitization, branding and high-quality development, supplies favorable external conditions for the popularization and application of this framework.

From the perspective of external threats, industry competition continues to intensify. More enterprises shift toward retention operations, which may trigger problems including similar value propositions and homogeneous customer relationship maintenance methods. Enterprises may struggle to establish differentiated competitive edges. user needs iterate rapidly and consumption preferences grow more diverse, placing higher demands on enterprises to dynamically adjust value propositions and carry out refined customer relationship operations. Stricter data security and personal information protection rules raise the cost and complexity of compliant data usage. the shortage of digital marketing professionals further restricts the in-depth implementation of this framework in more enterprises.

On the whole, the traffic-to-retention framework based on value propositions and customer relationships presents obvious strengths and opportunities. Enterprises can flexibly adjust implementation paths according to their own resource endowments, operation scales and development stages. while consolidating core strengths and remedying internal deficiencies, enterprises should actively seize external opportunities, cope with industry challenges and continuously push the strategic transformation of marketing models from short-term traffic acquisition to long-term retention operations.

5. CONCLUSION

This paper targets prominent problems in the current retail industry including saturated traffic dividends, rising customer acquisition costs and increasing user retention difficulties. It systematically explores and proposes feasible transformation paths centering on core pain points of traditional marketing models that overemphasize short-term traffic, ignore long-term user value and present a disconnect between value propositions and customer relationship management. research results show that enterprises must build a linked operational loop to realize the paradigm shift from traffic focus to retention priority. Enterprises should first shape precise value propositions centered on real user needs, deliver differentiated value through big-data-powered user insight and lay a foundation for user retention. enterprises should then elevate user loyalty and repurchase rates through a full-channel and full-life-cycle customer relationship management system and take customer lifetime value as the core benchmark for resource allocation decisions. Enterprises should finally rely on digital technologies including big data and artificial intelligence to integrate demand insight, service experience and user operation and build a complete loop for value delivery, relationship maintenance and commercial realization. This paper combines corporate practices of Uniqlo and Suning Xiaodian to verify the practical effect of the value proposition–customer need–customer relationship–value realization loop in lifting repurchase rates, reducing operational costs and stabilizing user groups. Theoretically, this paper cross-integrates value proposition theory and customer relationship management theory, constructs a unified analysis framework for retention-oriented transformation in new retail and fills the research gap at the intersection of the two theories. Practically, it supplies concrete reference paths for retail enterprises to shift from extensive expansion to refined long-term operations and helps them better accumulate user assets and build sustainable brand competitiveness.

Future research can be expanded and deepened in the following directions. Research can explore lightweight implementation paths for small and medium-sized enterprises. Considering common problems including fragile data foundations, limited digital investment and insignificant short-term performance feedback under long-term retention orientation faced by small and medium retail enterprises, follow-up research can focus on typical small and medium retail formats such as community convenience stores, regional clothing stores and small fresh food shops. Research can design

low-threshold implementation schemes including lightweight membership systems, simplified community operations and low-cost offline experience activities and formulate a step-by-step implementation guide suitable for small stores. Short-term quantifiable indicators including repurchase frequency, store visit frequency and community activity level can be added to enable enterprises to observe phased operational improvements while accumulating long-term user assets and strengthen their motivation to continuously promote transformation.

Second, innovative strategies to respond to external challenges. In the face of external challenges such as severe homogenization of value propositions within the industry, accelerated iteration of user demands, increasingly strict data security and privacy regulations, and insufficient supply of digital marketing professionals, in the future, emerging retail scenarios such as live-streaming e-commerce, AI shopping guides, private domain communities, and immersive experiences can be combined to explore more distinctive emotional and scenario-based value innovation ideas, and establish a rapid demand response mechanism on a weekly or monthly basis. In tandem with regulatory norms including the Personal Information Protection Law, a compliance checklist covering user data gathering, preservation and application shall be meticulously structured for direct adoption by retail firms, so as to prevent extra operational burdens triggered by potential compliance breaches. Next comes the nurturing of interdisciplinary talents and large-scale roll out of the proposed framework. Joint efforts between academic curriculum design and corporate on-the-job training can help forge a tailored cultivation system for versatile professionals specialized in retail digital operation and customer relationship governance, ensuring a steady talent reserve for widespread application of this approach among retail entities of varied scales and business types.

In parallel, expanded cross-industry and cross-format multi-case comparative analyses can be conducted to prudently test and refine the universal applicability of this model. Such efforts deliver more robust empirical evidence and theoretical backing for the shift from traffic expansion to user retention, enabling a truly replicable, actionable and continuously upgradable transformation path. This layered exploration also strengthens the theoretical cohesion between digital practice and customer retention strategy in modern retail scenarios.

REFERENCES

- [1] Rathore, B. (2019). Exploring the impact of digital transformation on marketing management strategies. *Eduzone: International Peer Reviewed/Refereed Multidisciplinary Journal*, 8(2), 21-35.
- [2] Mohd Satar, N. S., Dastane, O., & Ma'arif, M. Y. (2019). Customer value proposition for E-Commerce: A case study approach. *International Journal of Advanced Computer Science and Applications*, 10(2), 523-531.
- [3] Koilada, D. K. (2019). Value-based digital transformation: Innovating customer experiences. 2019 IEEE Technology & Engineering Management Conference (TEMSCON), 1-5. <https://doi.org/10.1109/TEMSCON.2019.8813559>
- [4] Ascarza, E., Neslin, S. A., Netzer, O., Anderson, Z., Fader, P. S., Gupta, S., Hardie, B. G. S., Lemmens, A., Libai, B., Neal, D., Provost, F., & Schrift, R. (2018). In pursuit of enhanced customer retention management: Review, key issues, and future directions. *Customer Needs and Solutions*, 5, 65-81. <https://doi.org/10.1007/s40547-017-0080-0>
- [5] Piepponen, A., Ritala, P., Keränen, J., & Maijanen, P. (2022). Digital transformation of the value proposition: A single case study in the media industry. *Journal of Business Research*, 150, 311-325. <https://doi.org/10.1016/j.jbusres.2022.05.017>
- [6] Coppola, V., Bifulco, F., & Russo Spena, T. (2021). Value propositions in digital transformation. In L. Macchion & A. Vinelli (Eds.), *Proceedings of the XXIII Summer School "Francesco Turco"* (pp. 1-7). AIDI - Italian Association of Industrial Operations Professors.
- [7] Elgeti, L., & Kleinaltenkamp, M. (2024). From acquisition to retention: A single case study exploring the adaptation of customer value propositions in a subscription business. *Industrial Marketing Management*, 117, 247-262. <https://doi.org/10.1016/j.indmarman.2024.01.012>
- [8] Sujatha, S. (2024). Strategic management of digital transformation: A case study of successful implementation. *Journal of Digital Economy and Business Innovation*, 3(2), 45-58.
- [9] Immonen, J. (2025). Refining the value proposition to enhance webshop acquisition and retention: A case study (Master's thesis). Theseus. <https://www.theseus.fi/handle/10024/890928>
- [10] Maina, J. R., Muchemi, A., & Maina, S. (2025). Customer value proposition innovation strategy and performance of manufacturing firms listed on Nairobi Securities Exchange (NSE) in Kenya. *Journal of Strategic Management*, 10(1), 1-18.

- [11] Sun, Y., & Tan, X. (2022). Customer relationship management based on SPRINT classification algorithm under data mining technology. *Computational Intelligence and Neuroscience*, 2022, Article 6170335. <https://doi.org/10.1155/2022/6170335>
- [12] Chen, C., Geng, L., & Zhou, S. (2020). Design and implementation of bank customer relationship management system based on decision tree algorithm. *Neural Computing and Applications*, 32, 2275-2287. <https://doi.org/10.1007/s00521-020-04959-8>
- [13] Mulyono, H., & Rolando, B. (2025). Reinforcing loyalty in the retail landscape: A systematic review of customer engagement strategies. *International Journal of Economics and Business Studies*, 5(1), 1-15.
- [14] Goswami, D., & Rainy, T. (2025). Mechanisms by which AI-enabled CRM systems influence customer retention and overall business performance: A systematic literature review of empirical studies. *ASRC Procedia: Global Perspectives*, 2025, 1-22. https://papers.ssrn.com/sol3/papers.cfm?abstract_id=5317471
- [15] García-Nieto, M., Ramón-Jerónimo, J. M., & Flórez-López, R. (2025). The effectiveness of customer relationship management in shopping centres: An empirical study of mall-retailer collaboration. *Administrative Sciences*, 15(1), Article 31. <https://doi.org/10.3390/admsci15010031>
- [16] Gazi, M. A. I., Masud, A. A., Sobhani, F. A., Alam, M. N., & Islam, K. M. A. (2025). Examining the mediating effect of customer satisfaction on the relationships between service quality, efficiency, and reliability and customer retention, loyalty in E-banking. *Cogent Business & Management*, 12(1), Article 2433707. <https://doi.org/10.1080/23311975.2024.2433707>
- [17] Dwivedi, R. K., Choudhary, S. L., Dixit, R. S., Sahiba, Z., & Naik, S. (2024). Customer loyalty and customer retention: The impact of customer relationship management on customer satisfaction. *Web Intelligence*, 22(3), 263-281. <https://doi.org/10.3233/web-230098>
- [18] Leszkiewicz, A., & Kumar, V. (2017). Extending the customer lifecycle: Optimal resource allocation throughout the customer journey. *Proceedings of the 2017 INFORMS Marketing Science Conference*, University of Southern California.
- [19] Paul, L., & Ramanan, T. R. (2019). An RFM and CLV analysis for customer retention and customer relationship management of a logistics firm. *International Journal of Applied Management Science*, 11(4), 279-298. <https://doi.org/10.1504/ijams.2019.103713>
- [20] Bendle, N. T., Farris, P. W., & Venkatesan, R. (2018). Measuring the return on investing in customer acquisition and retention. *SSRN Electronic Journal*. <https://doi.org/10.2139/ssrn.3265243>
- [21] Song, T. H., Kim, S. Y., & Kim, J. Y. (2016). The dynamic effect of customer equity across firm growth: The case of small and medium-sized online retailers. *Journal of Business Research*, 69(9), 3755-3764. <https://doi.org/10.1016/j.jbusres.2015.12.067>
- [22] Lianos, I., & Sloev, I. (2016). Customer acquisition and customer retention in a competitive industry. In K. Plangger (Ed.), *Thriving in a New World Economy* (pp. 563-574). Springer. https://doi.org/10.1007/978-3-319-29877-1_111
- [23] Óskarsdóttir, M., Baesens, B., & Vanthienen, J. (2018). Profit-based model selection for customer retention using individual customer lifetime values. *Big Data*, 6(1), 53-65. <https://doi.org/10.1089/big.2018.0015>
- [24] Mohit, B. (2025). AI-driven retail optimization: A technical analysis of modern inventory management. *International Journal of Advances in Engineering and Management*, 7(2), 31-38. <https://doi.org/10.35629/5252-07023138>
- [25] Rajendra, G. Y., & Raj, G. (2025). Cost reduction strategies in retail: Implementing AI-driven demand forecasting for inventory optimization. *International Journal of Research in Modern Engineering and Emerging Technology*, 13(3), 45-56.
- [26] Singhal, K., Singh, V., & Kaul, A. (2024). Smart retail: Utilizing machine learning for demand prediction, price strategy, and inventory management. *2024 International Conference on Computational Intelligence and Communication Networks (CICN)*, 108-113. <https://doi.org/10.1109/CICN63059.2024.10847534>
- [27] Owobu, O., Abieba, O. A., Esan, O. J., Adewole, O. A., & Ogunleye, B. M. (2021). A conceptual framework for AI-driven digital transformation: Leveraging NLP and machine learning for enhanced data flow in retail operations. *IRE Journals*, 5(6), 45-52.
- [28] Mandala, V. (2025). Optimizing retail demand forecasting: Big data-driven AI models for enhanced customer experience and operational efficiency. *Journal of Artificial Intelligence and Big Data Disciplines*, 2(1), 1-12. <https://doi.org/10.70179/0z418572>
- [29] Dutta, S. S. (2024). AI-driven omnichannel integration: Revolutionizing retail experience in the digital age. *International Journal of Recent Trends in Computer Applications and Information Technology*, 12(4), 23-31.
- [30] Singh, Alok. "Optimizing Retail Operations with AI-Driven Data Analytics." *British Journal of Marketing Studies*, vol. 13, no. 3, 15 Mar. 2025, pp. 72-84, <https://doi.org/10.37745/bjms.2013/vol13n37284>.