

Customer Relationship Management and Customer Loyalty on E-Commerce Platforms

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ABSTRACT

Purpose: To analyze the impact of Customer Relationship Management (CRM) strategies—including service personalization, two-way communication, and after-sales service—on customer loyalty in the e-commerce industry. The study's hypothesis posits that these three strategies positively impact the development of customer loyalty.

Research Method: A quantitative approach focusing on transaction activity on e-commerce platforms. The population consisted of all active customers, from which a sample of 97 respondents was selected using Cochran's formula. Primary data collection was conducted using a 5-point Likert-scale questionnaire supported by triangulation techniques, including observation, documentation, and semi-structured interviews. The data were then analyzed using multiple linear regression in SPSS version 21.

Results and Discussion: The test results confirm that all hypotheses are accepted. Service Personalization, Two-Way Communication, and After-Sales Service have a positive and significant effect on Customer Loyalty, both individually and collectively. After-Sales Service is identified as the variable with the most dominant influence on loyalty. Overall, the integration of these three CRM dimensions accounts for 49.6% of the variance in customer loyalty on the e-commerce platform.

Implications: These findings have practical implications for companies and e-commerce platforms, suggesting that they should not focus solely on the pre-purchase experience but must also integrate high-quality post-purchase services to prevent customers from switching to competitors.

Keywords: customer relationship management; service personalization; two-way communication; after-sales service; customer loyalty.

Introduction

The era of globalization and digitalization has transformed various types of information into a more accessible form (Wuryanta, 2004; Aisyah et al., 2021; Saptaria, L., 2025). In this increasingly fragmented world, technological innovation has reshaped the business landscape through the rise of e-commerce, which facilitates economic interactions, the exchange of goods, services, and information between businesses and consumers. This operational transformation has become essential for companies to adapt and survive in a competitive market. Although digital transformation opens up vast opportunities, many companies face financial constraints in meeting these demands due to an insufficient competitive advantage in the modern business market. To overcome these challenges and build such a competitive advantage, the business world must formulate new strategies, one of which is



the Customer Relationship Management (CRM) approach. According to Kotler and Armstrong (2010; 2018) and Das (2009), CRM is a comprehensive business strategy and process that companies implement to attract, retain, and build mutually beneficial relationships with customers. CRM is not merely a simple sales channel but also a software system designed to collect, store, and manage customer data (Hasan et al., 2023). With this system, employees' tasks in delivering the best service become easier, thereby improving service quality and directly contributing to customer satisfaction.

The CRM approach plays a crucial role by emphasizing a shift in perspective from a product-driven to a consumer-driven company, where fulfilling the unique needs of each customer becomes the top priority (Imasari & Nursalin, 2011). When a company delivers products or services that align with customer expectations, it fosters satisfaction—a fundamental element in building loyalty (Andreani et al., 2017). Retaining existing customers through a CRM database has proven to be far more cost-effective than acquiring new customers. Therefore, high customer loyalty not only demonstrates their commitment to continuing to use the product but also serves as the primary driver for companies seeking to maximize revenue and ensure business sustainability. One of the key aspects in implementing CRM to build such loyalty is Service Personalization. According to research (Ball et al., 2006), personalization—the process of utilizing customer information to design products and services optimally—has a significant impact on customer loyalty. By leveraging a CRM system, companies can store specific individual preferences to deliver more targeted and relevant experiences. This personalized service not only enhances satisfaction but also fosters a sense of being valued and cared for, which, in turn, increases the likelihood that customers will recommend the company to others.

The success of CRM is also strongly supported by efficient and synchronized two-way communication. (Chan, 2008) describes relationship marketing as an approach to deeply understanding customers through interactions that allow consumers to provide feedback. This approach helps build trust and commitment, which, according to Ian Gordon (1998), are formed when companies demonstrate genuine care for customer needs. At this stage, customer loyalty evolves from mere attitude to tangible behavior, such as consistently making repeat purchases, resisting competitors' enticements, and maintaining a long-term emotional bond with the brand (Griffin, 2001; Tjiptono, 2001).

A comprehensive CRM implementation must also include retention strategies, such as providing high-quality after-sales service. (Kotler & Keller, 2016) Define after-sales service as a form of post-purchase support that can be optimized with CRM data to identify and prevent customer churn to competitors. Based on the above discussion, the author is interested in researching the impact of these strategies, with the following research questions: (1) To determine whether Service Personalization influences customer loyalty levels in the e-commerce industry; (2) To determine the effect of Two-Way Communication on customer loyalty in the e-commerce industry; and (3) To determine the effect of After-Sales Service on customer loyalty in the e-commerce industry.

Literature Review and Hypothesis Development

Service Personalization

The integration of e-commerce with Customer Relationship Management (CRM) provides strategic advantages for companies by offering a centralized system for managing customer data. This significantly enhances the effectiveness of marketing activities, from the planning and targeting stages through to execution. For example, personalized email marketing using CRM data has been shown to increase e-commerce revenue directly. A study (Ball et al., 2006) titled "Service Personalization and



Loyalty" suggests that personalization has a positive effect on customer loyalty. Personalization is the process of collecting customer information to enable companies to design products and services that optimally meet consumers' specific needs and desires. Therefore, personalization strategies are considered highly effective for maintaining long-term relationships between companies and customers.

H1: Service personalization affects customer loyalty.

Two-Way Communication

Relationship marketing is an approach to gaining a deep understanding of each customer by establishing two-way communication (Chan, 2008). The goal is to manage a mutually beneficial reciprocal relationship between customers and the company. This two-way communication has a tangible positive impact on customer loyalty. By implementing a responsive and effective communication system, companies can strengthen their connection with customers, increase satisfaction levels, and overall foster stronger loyalty.

H2: Two-Way communication affects customer loyalty.

After-Sales Service

After-sales service is a service provided by manufacturers to consumers following the purchase of a product (Tjiptono, 2008). Kotler and Keller (2016) define after-sales service as a form of service provided by manufacturers to consumers after the purchase. From these two definitions, it can be concluded that after-sales service encompasses a range of activities and support provided after the product is delivered to the consumer, continuing as long as the consumer remains engaged with the company's services. High-quality after-sales service can enhance customer satisfaction and directly contribute to their loyalty to a brand. With good post-purchase support and attention, customers are more likely to make repeat purchases and recommend the brand to others.

H3: After-sales service affects customer loyalty.

Customer Loyalty

Customer loyalty refers to the result of consumers' desire to receive high-quality services that effectively meet their needs. This term is interpreted as customers' commitment to consistently continue using the products or services of a specific business entity. Loyalty also reflects consumers' expectations of the quality of the products or services they receive. A study (Andreani et al., 2017) explains that a company's service policies significantly influence customer loyalty; for example, the ease of problem-resolution services or a high tolerance threshold for returns in the event of product defects can maintain consumer trust, thereby preventing customers from switching to competitors or other vendors.

Research Method

The method used in this study is a quantitative approach that systematically and objectively measures social phenomena by collecting and analyzing numerical data to test hypotheses (Sugiyono, 2019). The scope of the study focuses on transactional activities on an e-commerce platform, with an infinite population comprising all active customers on that platform. To determine a representative sample from this infinite population, Cochran's (1977) formula was applied using the Sample Size

Calculator. Based on calculations at a 95% confidence level, 50% probability, and a 10% margin of error, the minimum required sample size was determined to be 97 respondents.

Source: Calculator. Net (2026)

Figure 1. Determination of the Research Sample

The primary data collection was conducted by distributing a 5-point Likert-scale questionnaire to respondents. To enhance the validity of the study through triangulation (Wijaya, 2018), the questionnaire was supplemented by direct observation of online buying and selling activities, review of operational records, and semi-structured in-depth interviews to explore consumer experiences more comprehensively.

The research data were analyzed using multiple linear regression with the following formulation:

$$CL = a + b1SP + b2TWC + b3ASS + e \dots\dots\dots (1)$$

The analysis phase was conducted using SPSS version 21 to test the effects of Service Personalization (SP), Two-Way Communication (TWC), and After-Sales Service (ASS) on Customer Loyalty (Y). The analysis phase comprised three main processes: (1) instrument validation (validity and reliability Cronbach’s Alpha); (2) verification of classical assumption tests (normality, heteroscedasticity, and multicollinearity); and (3) hypothesis testing using the t-test (partially), the F-test (simultaneously), and the Coefficient of Determination (R2) to measure the ability of the independent variables to explain the dependent variable (Ghozali, 2016)

Results and Discussion

Analysis Results

This study focuses on active customers in the e-commerce industry, which has now evolved into a highly competitive digital business ecosystem. Amid this competition, platforms are required to implement robust Customer Relationship Management (CRM) strategies, including service personalization, two-way communication, and after-sales service, to maintain market share. Therefore, this study specifically examines how consumers’ perceptions and experiences of these CRM initiatives shape their long-term commitment and loyalty to an e-commerce platform.

Table 1. Validity Test Results

Variabel	Item	r-calculated	r-estimated	Info
Service Personalization (SP)	SP.1	0.768	0.199	Valid
	SP.2	0.775	0.199	
	SP.3	0.820	0.199	
	SP.4	0.768	0.199	
	SP.5	0.823	0.199	
	SP.6	0.757	0.199	
	SP.7	0.825	0.199	
	SP.8	0.848	0.199	
	SP.9	0.746	0.199	
Two-Way Communication (TWC)	TWC.1	0.805	0.199	
	TWC.2	0.743	0.199	
	TWC.3	0.821	0.199	
	TWC.4	0.795	0.199	
	TWC.5	0.852	0.199	
	TWC.6	0.864	0.199	
	TWC.7	0.803	0.199	
	TWC.8	0.782	0.199	
	TWC.9	0.807	0.199	
After-Sales Service (ASS)	ASS.1	0.780	0.199	
	ASS.2	0.731	0.199	
	ASS.3	0.744	0.199	
	ASS.4	0.776	0.199	
	ASS.5	0.744	0.199	
	ASS.6	0.748	0.199	
	ASS.7	0.754	0.199	
	ASS.8	0.814	0.199	
	ASS.9	0.785	0.199	
Customer Loyalty (CL)	CL.1	0.787	0.199	
	CL.2	0.835	0.199	
	CL.3	0.828	0.199	
	CL.4	0.810	0.199	
	CL.5	0.789	0.199	
	CL.6	0.822	0.199	
	CL.7	0.842	0.199	
	CL.8	0.797	0.199	
	CL.9	0.768	0.199	

Source: SPSS (2026)

Based on Table 1, the instrument validity test for all variables indicates that all statement items were found to be valid. In accordance with the criteria (Ghozali, 2016), the analysis results show that all 36 questionnaire items have calculated r values consistently greater than the r table threshold (0.199). Thus, the questionnaire distributed to the public is valid, reliable, and suitable for use in subsequent stages of statistical testing.

Table 2. Reliability Test Results

Variable	Alpha	Info
Service Personalization	0.925	Reliable
Two-Way Communication	0.932	
After-Sales Service	0.910	
Customer Loyalty	0.933	

Source: SPSS (2026)

Based on Table 2, all research variables have Cronbach's Alpha values well above the minimum threshold of 0.70 (Ghozali, 2016). With all values exceeding 0.90, the questionnaire instrument is highly reliable, consistent, and suitable for subsequent data analysis.

Table 3. Normality Test

One-Sample Kolmogorov-Smirnov Test			
			Unstandardized Residual
N			97
Normal Parameters ^{a,b}	Mean		0.0000000
	Std. Deviation		3.86021175
Most Extreme Differences	Absolute		0.066
	Positive		0.066
	Negative		-0.046
Test Statistic			0.066
Asymp. Sig. (2-tailed)			.200 ^{c,d}
a. Test distribution is Normal.			
b. Calculated from data.			
c. Lilliefors Significance Correction.			
d. This is a lower bound of the true significance.			

Source: SPSS (2026)

Based on Table 3, the results of the One-Sample Kolmogorov-Smirnov normality test yielded a p-value of 0.200. Since this value exceeds the significance threshold of 0.05 (Ghozali, 2016), it can be concluded that the residuals are normally distributed and the model is suitable for use in the multiple linear regression analysis stage.

Table 4. Results of the Multicollinearity Test

Model	Coefficients ^a				Collinearity Statistics		
	Unstandardized Coefficients		Stand. Coeff.	t	Sig.	Tolerance	VIF
	B	Std. Error	Beta				
(Constant)	-6.810	4.156		-1.639	0.105		
1 Service Personalization	0.375	0.064	0.436	5.895	0.000	0.959	1.043
Two-Way Communication	0.295	0.061	0.356	4.879	0.000	0.988	1.012
After-Sales Service	0.444	0.069	0.477	6.439	0.000	0.958	1.044

a. Dependent Variable: Customer Loyalty

Source: SPSS (2026)

Based on Table 4, all independent variables have Tolerance values > 0.10 and VIF values < 10. This confirms that the regression model is free of multicollinearity (Ghozali, 2018) and fully meets the criteria to proceed to the hypothesis-testing stage.

Table 5. Results of the Heteroscedasticity Test

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.711	2.650		0.645	0.520
1 Service Personalization	0.032	0.041	0.083	0.787	0.434
Two-Way Communication	0.014	0.039	0.037	0.357	0.722
After-Sales Service	-0.012	0.044	-0.029	-0.278	0.781

a. Dependent Variable: Customer Loyalty

Source: SPSS (2026)

Based on Table 5, the results of the Glejser test indicate that all independent variables have significance values above 0.05 (SP=0.434; TWC=0.722; ASS=0.781). This proves that the regression model is free of heteroscedasticity (Ghozali, 2016) and meets the criteria to proceed to hypothesis testing.

Table 6. Results of the Multiple Linear Regression Analysis

Coefficients ^a							
Model	Unstandardized Coefficients		Stand. Coeff	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	-6.810	4.156		-1.639	0.105		
1 Service Personalization	0.375	0.064	0.436	5.895	0.000	0.959	1.043
Two-Way Communication	0.295	0.061	0.356	4.879	0.000	0.988	1.012
After-Sales Service	0.444	0.069	0.477	6.439	0.000	0.958	1.044

a. Dependent Variable: Customer Loyalty

Source: SPSS (2026)

Based on Table 6, the resulting regression equation is

$$CL = -6.810 + 0.375SP + 0.295TWC + 0.444ASS \dots\dots\dots (1)$$

The positive coefficients for all independent variables indicate that improvements in Service Personalization, Two-Way Communication, and After-Sales Service are directly associated with increases in Customer Loyalty.

The results of the partial test (t-test) show that all variables have a positive and significant partial effect on Customer Loyalty, as indicated by significance values of 0.000 (< 0.05). Thus, all research hypotheses (H1, H2, and H3) are accepted.

Table 7. Results of the F-Test (Simultaneous)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1497.976	3	499.325	32.462	.000 ^b
	Residual	1430.519	93	15.382		
	Total	2928.495	96			

a. Dependent Variable: Customer Loyalty
 b. Predictors: (Constant), After-Sales Service, Two-Way Communication, Service Personalization

Source: SPSS (2026)

Based on Table 7, the F-test yielded a significance value of 0.000 (< 0.05). This demonstrates that the research variables simultaneously have a significant effect on Customer Loyalty and confirms that the regression model used meets the criteria for goodness of fit.

Table 8. R² Test

Model Summary				
Model	R	R Square	Adjusted R-Square	Std. Error of the Estimate
1	.715 ^a	0.512	0.496	3.922

a. Predictors: (Constant), After-Sales Service, Two-Way Communication, Service Personalization
 b. Dependent Variable: Customer Loyalty

Source: SPSS (2026)

Based on Table 8, the Adjusted R-Square value of 0.496 indicates that the independent variables account for 49.6% of the variance in Customer Loyalty. The remaining 50.4% is attributable to factors outside the research model, while the R value (0.715) indicates a strong correlation between these variables (Ghozali, 2016).

Discussion

Testing of the first hypothesis demonstrated that service personalization has a positive and significant effect on customer loyalty on e-commerce platforms. These findings indicate that improvements in the quality of personalized service are directly proportional to and drive increased customer loyalty toward the platform. These research findings align with the concept of modern Customer Relationship Management (CRM), in which centralized systems enable companies to store individual customer preferences. By managing this data, e-commerce platforms can design products, services, and marketing activities—such as email marketing—that are more targeted and relevant. These personalized service strategies do more than facilitate transactions; they psychologically instill a sense of being valued and given special attention by the company. Theoretically, these findings strongly support and confirm the results of previous research by Ball et al. (2006). That study affirmed that the process of utilizing information to optimize services significantly influences long-term customer loyalty. The deep satisfaction resulting from the fulfillment of these specific needs increases the likelihood that consumers will recommend the company to others and reduces the likelihood that they will switch to competitors.

The second hypothesis demonstrated that Two-Way Communication has a positive and significant impact on Customer Loyalty. These results confirm that an actively responsive communication ecosystem fosters increased consumer commitment. In the highly competitive e-



commerce industry, the efficiency and synchronization of digital interactions are foundational pillars that business platforms must not overlook. These findings are highly relevant to the perspective (Chan, 2008) on relationship marketing, which describes this strategy as an approach to deeply understanding consumers through communication channels and providing feedback. When consumers feel their voices and concerns are heard, a responsive, reciprocal relationship is established, gradually strengthening the bond between customers and the business. This process is crucial in establishing initial trust before it transforms into a long-term commitment. Furthermore, these results reinforce the theory (Ian Gordon, 1998) that customer trust is formed when a company demonstrates genuine concern for customers' needs. Two-way communication serves not merely as an administrative information channel but as an instrument for emotionally binding customers. The success of this two-way interaction will ultimately drive a shift in customer behavior from merely being positive to taking tangible actions, such as resisting competitors' promotional temptations and making consistent repeat purchases.

The third hypothesis in this study was also accepted, as After-Sales Service was found to have a partially positive and significant influence on Customer Loyalty. This finding highlights an important business reality: the e-commerce consumer experience does not end once the payment transaction is complete, but continues to depend on how well the company addresses post-purchase needs. Conceptually, these findings reinforce the definition by Kotler and Keller (2016), which positions after-sales service as a critical function aimed at identifying and preventing customer churn to competitors. Various post-purchase complaints can be managed through CRM data, enabling e-commerce platforms to address issues promptly. Implementing high-quality post-delivery support will directly boost customer satisfaction. These analysis results also empirically validate the theory proposed by Andreani et al. (2017), which emphasizes that consumer loyalty is significantly influenced by the flexibility of a company's after-sales service policies. Protective policies, such as ease of resolving problems and a high tolerance for returns of defective goods, are crucial for maintaining consumer trust. This continuous support fosters a sense of security, which not only retains customers from switching to other vendors but also transforms them into loyalists ready to advocate for the brand in the future.

The results of simultaneous testing and the coefficient of determination provide a comprehensive overview of the strength of this research model. Collectively, the variables Service Personalization, Two-Way Communication, and After-Sales Service were found to have a significant influence on Customer Loyalty, thereby confirming that the regression model used meets the criteria for goodness of fit. Based on the Adjusted R-Square value of 0.496, these three Customer Relationship Management (CRM) strategies explain 49.6% of the variance in customer loyalty. Meanwhile, the remaining 50.4% is explained by other factors outside the scope of this study. Although external variables influence the outcome, the correlation coefficient (R) of 0.715 indicates a strong relationship among the variables, making the integration of these three CRM dimensions the primary determinant of customer retention on e-commerce platforms.

Conclusion

This study concludes that Customer Relationship Management (CRM) has an important role in strengthening customer loyalty on e-commerce platforms. The findings answer the research questions by showing that service personalization, two-way communication, and after-sales service each have a positive and significant effect on customer loyalty, both partially and simultaneously. Service personalization helps companies provide more relevant, customer-centered experiences; two-way



communication strengthens interaction and responsiveness between the platform and the consumer; and after-sales service ensures that post-purchase support remains effective. Among these three variables, after-sales service emerged as the most dominant factor in influencing loyalty. In addition, the model shows that integrating these CRM dimensions explains 49.6% of the variance in customer loyalty, indicating that CRM is a substantial determinant of long-term customer retention in the e-commerce context.

The value of this research lies in its contribution to both academic understanding and practical decision-making. Scientifically, this study strengthens the application of CRM theory in the digital commerce context by demonstrating that customer loyalty is shaped not only by transactional efficiency but also by relational strategies operating before, during, and after the purchase. The study also highlights the importance of viewing loyalty as an outcome of integrated customer experience management rather than as a result of a single service dimension. From practical and policy perspectives, the findings offer useful guidance for e-commerce companies in designing customer-oriented strategies. Firms should not focus solely on attracting buyers through promotions or convenience; they should also invest in personalized services, responsive communication systems, and reliable post-purchase support. This emphasis makes the study relevant for business sustainability and platform competitiveness in increasingly crowded digital markets.

This study has several limitations that should be acknowledged. First, the research used a relatively small sample of 97 respondents, which may limit the generalizability of the findings. Second, the study focused only on three CRM dimensions. At the same time, customer loyalty in e-commerce may also be influenced by other factors such as trust, price perception, service quality, customer satisfaction, platform usability, and brand image. Third, the cross-sectional design captures consumer perceptions at a single point in time and does not fully explain changes in loyalty behavior over time. Given these limitations, future research is encouraged to include larger, more diverse samples, incorporate additional explanatory or mediating variables, and employ longitudinal or mixed-methods approaches to gain a deeper understanding of how loyalty develops in digital business environments.

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