

# The Impact of Customer Experience and Integrated Marketing Communication Building Customer Loyalty with CRM Mediation in E-Commerce

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## ABSTRACT

This study aims to analyze the effect of Customer Experience, Integrated Marketing Communication, on Customer Loyalty, with Customer Relationship Management as a mediating variable on E-commerce platforms in Batam City. This research employs a quantitative approach using a survey method through questionnaires distributed to active users of E-commerce platforms such as Tokopedia, Shopee, TikTok Shop, Blibli, and Lazada. The sampling technique was conducted using purposive sampling, with a total of 220 respondents. The data were analyzed using the Partial Least Squares–Structural Equation Modeling (PLS-SEM) method to examine both direct and indirect relationships among variables. The findings of this study are expected to provide a comprehensive understanding of the roles of Customer Experience, Integrated Marketing Communication, in influencing Customer Loyalty through Customer Relationship Management within the E-commerce industry. Furthermore, this study is expected to contribute theoretically to the development of digital marketing literature and provide practical implications for E-commerce practitioners in designing long-term customer loyalty strategies.

**KEYWORDS-** Integrated Marketing Communication, Customer Experience, Customer Loyalty, Customer Relationship Management.

## 1. INTRODUCTION

Over the past decade, the e-commerce industry has grown into one of the largest contributing digital economic sectors in Indonesia and Southeast Asia. This transformation accelerated since the COVID-19 pandemic in 2020, when government social restrictions and stay-at-home orders pushed people to shift to online transactions, making e-commerce a part of the digital economy lifestyle. Furthermore, research by Zulfikar et al. (2022) shows that Integrated Marketing Communications and Customer Relationship Management directly impact Customer Loyalty, emphasizing the importance of quality marketing communications in strengthening long-term relationships with customers.

According to Data Reportal (2025), internet users in Indonesia have reached 224 million, or approximately 79% of the total population, with 178 million actively shopping online. The national e-commerce transaction value in 2024 reached IDR 572 trillion, an 18.2% increase compared to the previous year. This phenomenon demonstrates a significant shift from conventional to digital transactions, making e-commerce an integral part of the lifestyle of Indonesians, including Batam City.

Batam, as one of the largest industrial and commercial cities in Indonesia, boasts a high digital penetration rate. Data from the Batam Statistics Agency (BPS) (2024) shows that approximately 87% of the productive-age population uses e-commerce platforms to meet their daily needs. Furthermore, Batam's proximity to Singapore and Malaysia makes it a digital logistics and distribution hub in western Indonesia. With relatively high purchasing power, Batam serves as a relevant proxy for analyzing digital consumer behavior and customer loyalty to e-commerce platforms.

In the Indonesian e-commerce industry, five major players dominate the market: Tokopedia, Shopee, Blibli, Lazada, and TikTok Shop. According to a 2024 report from Similarweb, Shopee ranks first in terms of monthly visits, followed by Tokopedia and TikTok Shop, which are experiencing rapid growth. Competition between these platforms demonstrates that competitive advantage is no longer determined solely by price or product variety, but rather by the ability to build sustainable customer relationships.

In the context of increasingly fierce competition, the relationship between customers and digital platforms is no longer simply formed through promotions, but also through Integrated Marketing Communication and the Customer Experience provided. According to Kotler and Keller (2021), Integrated Marketing Communication is an effort to coordinate various communication channels to convey a consistent message to consumers. Meanwhile, Lemon and Verhoef (2016) explain that Customer Experience encompasses the overall perceptions and emotions of customers during their interactions with a brand. These two concepts play a crucial role in shaping Customer Loyalty, which is key to the sustainability of e-commerce businesses.

Along with technological advancements, other factors, such as Customer Relationship Management, also play a crucial role in building Customer Loyalty. Utilization allows platforms to analyze consumer behavior in real-time to generate relevant recommendations, while Personalized Marketing provides experiences more tailored to individual preferences. Furthermore, Customer Relationship Management has become a key system for managing long-term customer relationships through segmentation, rewarding, and effectively handling complaints.

This phenomenon demonstrates that customer loyalty in e-commerce is influenced not only by functional factors but also by integrated and personalized experiences. However, previous research tends to be limited to the direct relationship between Integrated Marketing Communication, Customer Experience and Customer Loyalty without considering the role of modern technology as a variable that bridges this relationship.

## 2. LITERATURE REVIEW

Integrated Marketing Communication (IMC) is a strategic approach that coordinates and integrates various marketing communication channels and instruments—including advertising, sales promotions, public relations, direct marketing, and digital communications—to deliver consistent, cohesive, and impactful brand messages to all target audience segments. Kotler and Keller (2021) define IMC as a communication planning process that ensures all marketing elements work synergistically to produce a greater communication impact than if each element worked separately. Keikha et al. (2020) found in their research in the banking sector that IMC is one of the most effective factors in optimizing the implementation of Customer Relationship Management, because an integrated communication strategy helps companies understand customers more comprehensively and design interactions that support the development of long-term relationships. Zulfikar et al. (2022) also demonstrated that IMC, along with Customer Relationship Management, simultaneously have a positive and significant impact on customer loyalty, indicating that consistent marketing communications strengthen the effectiveness of customer relationship management. Rehman et al. (2022) emphasized that the evolution of IMC in the digital era allows companies to leverage communication channel integration and personalization to support sustainable and adaptive customer relationship management. Butkouskaya et al. (2025) further demonstrated that the implementation of omnichannel IMC significantly contributes to product and service satisfaction, which in turn strengthens customer loyalty through a seamless and integrated communication experience.

Customer experience is a multidimensional construct encompassing the overall perceptions, emotions, and cognitive evaluations formed within customers during their interactions with a brand or platform. Lemon and Verhoef (2016) define customer experience as a holistic process involving various touchpoints between customers and companies, from the pre-purchase phase, through the purchase phase, to the post-purchase phase, which collectively shape customers' perceptions of the value received. In the context of digital platforms and e-commerce, customer experience is determined not only by functional aspects such as ease of navigation and transaction speed, but also by emotional dimensions that influence the level of customer engagement and attachment to the platform (Pires & Perestrelo, 2025). Ertemel et al. (2021) emphasize that customer experience in a digital environment has the capability to create a state of flow that encourages customers to continue interacting with the platform, which ultimately contributes significantly to the formation of loyalty. Furthermore, Manyanga et al. (2022) empirically prove that a positive and consistent customer experience directly influences customer satisfaction and loyalty, with effects varying based on consumer demographic characteristics. Thus, customer experience can be conceptualized as a critical determinant that integrates the cognitive, affective, and

behavioral dimensions of customers into one comprehensive construct and influences the sustainability of the relationship between customers and companies.

Customer loyalty is a construct that represents a customer's deep commitment to consistently repurchase or reuse preferred products and services in the future, despite situational influences and marketing efforts from competitors that could potentially drive behavioral switching. Kotler and Keller (2021) assert that customer loyalty is a company's most valuable strategic asset, as loyal customers not only generate stable and recurring revenue but also transform into brand advocates who actively recommend products to their social networks. Molinillo et al. (2022) in their research in the context of digital retail applications found that in-app experiences—including ease of navigation, interactive design, and personalization—significantly increase customer satisfaction and loyalty, indicating that the quality of the digital experience is a key determinant of loyalty in the e-commerce ecosystem. Urdea and Constantin (2021) developed a conceptual framework explaining how four dimensions of online customer experience—informativeness, entertainment, social presence, and sensory—collectively influence customer loyalty in an increasingly competitive e-commerce environment. Manyanga et al. (2022) demonstrated that satisfaction and word-of-mouth intention mediate the relationship between customer experience and loyalty, with consumer demographic characteristics playing a moderating role in determining the intensity of this influence. Zulfikar et al. (2022) also confirmed that the combination of consistent Integrated Marketing Communication and effective Customer Relationship Management results in stronger and more sustainable customer loyalty, as these two factors synergistically build trust and long-term relational commitment between customers and the company.

### **Relationship between variables**

Customer experience plays a crucial role in strengthening the effectiveness of Customer Relationship Management, as it forms the foundation for building relationships between customers and companies. Suharto and Yuliansyah (2023) demonstrated that positive customer experiences can increase satisfaction and strengthen the implementation of Customer Relationship Management. Furthermore, Mokha and Kumar (2022) emphasized that Customer Experience serves as a bridge between Customer Relationship Management and business outcomes such as customer satisfaction and loyalty. In a digital context, Electronic Customer Relationship Management (ECR) will not be optimal without a strong customer experience, as the emotional and perceptual aspects of customers are key determinants of the success of long-term relationships.

### **H1: Customer Experience has a significant influence on Customer Relationship Management**

Based on research by Molinillo et al. (2022) entitled "The Customer Retail App Experience: Implications for Customer Loyalty," this study examines the context of digital retail apps (mobile retail apps) in India to understand how app users contribute to customer loyalty. Respondents were 356 active users of retail shopping apps in India, selected purposively. The variables used included Retail App Experience as the independent variable, Customer Satisfaction as the mediating variable, and Customer Loyalty as the dependent variable. Furthermore, Trust was tested as an additional key factor mediating the relationship between app experience and customer loyalty. The results of this study indicate that retail app experiences, including ease of navigation, interactive design, and personalization, significantly increase customer satisfaction and loyalty. Furthermore, based on research by Urdea and Constanti (2021) entitled "Exploring the Impact of Customer Experience on Customer Loyalty in E-Commerce," this study was conducted in the context of global e-commerce to understand the relationship between Customer Experience and Customer Loyalty in the digital environment. In addition, this research also aims to develop a conceptual framework that explains how the four dimensions of online Customer Experience (informativeness, entertainment, social presence, sensory) influence Customer Loyalty.

### **H2: Customer Experience has a significant influence on Customer Loyalty**

Integrated Marketing Communication plays a crucial role in strengthening Customer Relationship Management because it enables companies to deliver consistent, relevant, and integrated messages through various channels, increasing the effectiveness of Customer Relationship Management, which focuses solely on building, maintaining, and deepening customer relationships. Research by Keikha et al. (2020) found that Integrated Marketing Communication is an effective factor in optimally implementing Customer Relationship Management. An integrated communication strategy helps companies understand customers more comprehensively and design interactions that support long-term relationships. Furthermore, research by Zulfikar et al. (2022) in a journal discussing the banking industry in Indonesia showed that elements of Integrated Marketing Communication, along

with Customer Relationship Management, directly influence customer loyalty. This confirms that the quality of integrated communication (Customer Relationship Management) can strengthen the effectiveness of Customer Relationship Management in producing outcomes such as customer loyalty and retention.

**H3: Integrated Marketing Communication has a significant influence on Customer Relationship Management**

Customer security management strategies, or Customer Experience, have become a crucial factor in building customer loyalty in an era of dynamic business competition. Customer experience encompasses all customer interactions and perceptions of products, services, and brands, from transaction quality to after-sales service. Research by Huddin et al. (2024) explains that, in the context of Indonesian tourist destinations, Customer Experience positively influences Customer Loyalty through trust and satisfaction. Furthermore, research by Permana and Lestari (2025) reveals that although Customer Experience has a direct correlation to Customer Loyalty, its success depends on the effectiveness of Customer Relationship Management as an infrastructure that enables companies to manage customer data, conduct personalized interactions, and maintain long-term relationships. Improving Customer Experience supported by effective Customer Relationship Management can significantly boost Customer Loyalty, as it is not just about providing a good and sufficient experience, but also how that experience is translated by Customer Relationship Management into long-term value for customers.

**H4: Customer Experience has a significant influence on Customer Loyalty through Customer Relationship Management as a mediator.**

An Integrated Marketing Communication strategy plays a crucial role in maintaining consistent brand messaging and customer interactions across various communication channels. Integrated Marketing Communication ensures that marketing communication elements such as advertising, sales promotions, public relations, and direct marketing work together to build a strong brand perception that supports customer loyalty. Research by Zulfikar et al. (2022) shows that Integrated Marketing Communication and Customer Relationship Management, together, have a positive and significant impact on Customer Loyalty because Integrated Marketing Communication strengthens Customer Relationship Management's capacity to capture and respond to customer needs in an integrated manner. Furthermore, research by Rehman et al. (2022) explains that the evolution of Integrated Marketing Communication enables companies to leverage communication channel integration and personalization to support ongoing customer relationship management. Within the mediation model framework, Customer Relationship Management serves as a strategic bridge.

**H5: Integrated Marketing Communication has a significant influence on Customer Loyalty through Customer Relationship Management as a mediator.**

### 3. RESEARCH METHODS

A research design is a framework or guideline used to plan and direct the entire research process so that it proceeds systematically and structured. The research design explains the relationships between variables, data collection methods, data analysis techniques, and procedures used to answer the research problem formulation. Siyoto and Sodik (2015) state that a research design serves as a reference so that research has a clear direction and is able to produce valid and reliable data.

This study aims to analyze the factors influencing customer loyalty on e-commerce platforms using independent variables such as Artificial Intelligence, Integrated Marketing Communication, Personalized Marketing, Customer Experience, and the mediating variable, Customer Relationship Management. The sampling technique used non-probability sampling with a purposive sampling method. Data collection was conducted through an online questionnaire using Google Forms, measured on a Likert scale of 1-5. A total of 395 respondents were collected, of which 298 were eligible for analysis. The data were tested using the Partial Least Squares-Square Equation Modeling (PLS-SEM) method, analyzed with SmartPLS.

### 4. RESULTS AND DISCUSSION

This study involved a few respondents who had diverse demographic characteristics. Based on gender, most respondents were female, which indicates that women's participation in filling out the questionnaire was quite dominant compared to men. This may reflect the tendency of higher interest or involvement of women in the topics raised in this study. Demographic data shows that respondents were predominantly female and from the Generation Z age group, with the majority having a bachelor's degree and being students. In terms of income, the

majority earned between Rp 4.9 million and Rp 10 million. In terms of e-commerce usage, respondents were classified as active, with most using it more than three times per month.

The results of the discriminant validity test using the Fornell-Lacker criteria indicate that all constructs in this study have met the requirements for discriminant validity. The akae-squared AVE value shown is greater than the correlation value between other constructs. This indicates that each construct has a good ability to differentiate itself from other constructs in the model. The next test is hypothesis testing, which is presented in Table 1

**Table 1. Results of the t-test**

X-Y	Original sample (O)	T statistics	P values	Result
CE -> CRM	0.129	1.306	0.192	H1- No-Supported
CE -> CL	0.389	3.751	0.000	H2-Supported
IMC -> CRM	0.215	1.983	0.048	H3- Supported
CE -> CRM -> CL	0.029	0.890	0.374	H4- No-Supported
IMC -> CRM -> CL	0.048	1.292	0.197	H5- No-Supported
Adjusted R-Square	0.625			
Probability (F-statistic)	45.770		0.000	
N	298			
** Sig. on level 0,05 p<0,05)				

Source: Processed data (2026)

**Customer Experience Does Not Have a Significant Effect on Customer Relationship Management**

The test results show that Customer Experience does not have a significant effect on Customer Relationship Management, with a T-statistic of 1.306 and a P-value of 0.192. These results indicate that a good customer experience does not necessarily directly increase the effectiveness of Customer Relationship Management on e-commerce platforms. This may occur because customers tend to focus more on the immediate transaction experience than on building long-term relationships with the platform. Even if customers feel comfortable using the app, this is not enough to create a strong relationship without being supported by more in-depth Customer Relationship Management strategies such as personalized service, loyalty programs, or ongoing communication. Furthermore, most of the study's responses came from Generation Z, who are dynamic and easily switch platforms, so positive experiences alone are not enough to directly strengthen customer relationships.

**Customer Experience Has a Significant Influence on Customer Loyalty**

The results of the study indicate that Customer Experience has a positive and significant effect on Customer Loyalty, with a T-statistic of 3.751 and a P-value of 0.000. This indicates that a good customer experience while using an e-commerce platform can increase customer loyalty. Positive experiences can arise through ease of use of the application, convenience during transactions, an attractive application design, and an efficient purchasing process. When customers feel comfortable and satisfied while interacting with the platform, they are more likely to make repeat purchases and recommend the platform to others. These results align with research by Molinillo et al. (2022) and Urdea & Constantin (2021), which explains that customer experience is a key factor in shaping customer loyalty in the digital environment.

**Integrated Marketing Communication has a significant impact on Customer Relationship Management.**

Integrated Marketing Communication has been shown to have a positive and significant impact on Customer Relationship Management, with a T-statistic of 1.983 and a P-value of 0.048. This indicates that consistent and integrated marketing communications can strengthen customer relationships with e-commerce platforms. Consistent communication through various channels such as apps, social media, email, and customer service helps customers obtain clear information and build trust in the platform. When customers perceive a company's communication as effective, their relationship with the company also improves. These research findings support research by Keikha et al. (2020) and Zulfikar et al. (2022), which states that Integrated Marketing Communication plays a crucial role in increasing the effectiveness of Customer Relationship Management.

**Customer Experience has no significant effect on Customer Loyalty through Customer Relationship Management as a mediator.**

Customer Experience also has no significant effect on Customer Loyalty through Customer Relationship Management as a mediator, with a P-value of 0.374. These results indicate that a good customer experience does not necessarily translate into long-term relationships through CRM. Customers may simply enjoy using the application without building an optimal emotional attachment. Furthermore, e-commerce customers easily switch platforms based on promotions, price, and convenience, so CRM may not be able to optimally mediate these relationships.

**Integrated Marketing Communication Does Not Have a Significant Effect on Customer Loyalty Through Customer Relationship Management as a Mediator**

The results of this study indicate that Integrated Marketing Communication does not have a significant effect on Customer Loyalty through Customer Relationship Management as a mediator, with a P-value of 0.197. This may occur because good marketing communication can indeed improve customer relationships, but it is not strong enough to indirectly build customer loyalty through CRM. E-commerce customers likely consider other factors such as price, service quality, and user experience more than marketing communication alone.

## 5. CONCLUSION

Based on the research results, it can be concluded that customer loyalty on e-commerce platforms is influenced not only by functional factors, but also by digital experience, personalization, and integrated marketing communications. Integrated Marketing Communication and Customer Experience have been shown to play a crucial role in improving Customer Relationship Management, which in turn impacts Customer Loyalty. Customer Relationship Management is a key factor bridging this relationship, as it is able to manage customer data and build ongoing interactions. The novelty of this research lies in combining technology and marketing variables into one comprehensive model, demonstrating that customer loyalty is formed through the relationship between technology, experience, and customer relationships, particularly in the context of e-commerce in Batam City. This research contributes to the development of digital marketing and consumer behavior literature, particularly in the e-commerce industry. The results indicate that technological factors, such as CE, as well as marketing factors, such as Customer Experience and Integrated Marketing Communication, influence customer loyalty. This study also expands on previous research by integrating digital technology and marketing strategy variables into one comprehensive research model.

Furthermore, the research also shows that Customer Relationship Management is not yet able to significantly mediate all the relationships between the independent variables and Customer Loyalty. These findings indicate that customer loyalty to e-commerce is more influenced by direct customer experience with the platform's services and technology than by long-term relationships through Customer Relationship Management. This research provides considerations for e-commerce companies in designing strategies to increase customer loyalty, including through product recommendations tailored to customer needs and maintaining consistent marketing communications across various digital channels. This study also has several limitations. First, it was conducted only among e-commerce users in Batam City, making it difficult to generalize broadly. Second, the respondents were predominantly Generation Z, so the perceptions obtained more closely reflect the behavior of younger consumers. Third, this study used a quantitative approach through questionnaire distribution, so the data obtained are subjective based on respondents' perceptions. Furthermore, this study only used Customer Relationship Management as a mediating variable, meaning other variables may influence customer loyalty.

Although this study was systematically designed and implemented, there are a number of methodological and contextual limitations that need to be explicitly acknowledged in order to provide a proportionate perspective in interpreting the resulting findings. First, this study limits its geographic scope only to e-commerce users in Batam City, so the resulting findings cannot be generalized widely to the population of e-commerce users in other regions in Indonesia who have significantly different demographic, socio-economic characteristics, and consumption behaviors. Second, the composition of respondents is dominated by the Generation Z group, causing the perspectives explored in this study to reflect the behavior and preferences of young consumers who have distinctive characteristics, such as high digital mobility and sensitivity to technological experiences. Therefore, this study's findings may be less representative for other age groups such as Generation X and Baby Boomers who have different consumption behavior patterns.

Based on the identified findings and limitations, this study proposes several suggestions that are expected to provide constructive direction for future research and industry practitioners. From a future research perspective, it is recommended that subsequent research expand the geographic scope of sampling to various major cities in Indonesia, such as Jakarta, Surabaya, Medan, and Makassar—in order to produce more representative findings that can be generalized to a broader and more diverse population of e-commerce users. Future research is also recommended to adopt a mixed methods research design that synergistically integrates quantitative and qualitative approaches, so as to produce a deeper and more comprehensive understanding of the psychological mechanisms underlying the formation of customer loyalty on e-commerce platforms. Furthermore, future research is recommended to explore alternative mediating variables, such as customer satisfaction, customer trust, perceived value, or brand attachment, as well as moderating variables such as demographic characteristics or customer technology orientation, in order to enrich and expand the conceptual model developed in this study. It is also recommended that future research consider a more structured comparative approach across e-commerce platforms, in order to identify differences in loyalty formation mechanisms among platforms with different service characteristics and user segments.

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