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# Analysis of the Implementation of Customer Relationship Management (CRM) in Enhancing Customer Loyalty at Sinaran Coffee Klaten

Erizka Khairunnisa Oky Febriana[1]

[1]Department of Business and Finance, Faculty of Vocational, Universitas Negeri Yogyakarta, 55281, Indonesia

| ARTICLE INFO | ABSTRACT |
|---|---|
| | This research aims to investigate the implementation of Customer Relationship Management (CRM) carried out by Sinaran Coffee in order to increase customer loyalty. This descriptive research employed the qualitative approach. The approach in this study is used because it explains and describes how CRM used by Sinaran Coffee in increasing customer loyalty. This research was conducted in Sinaran Coffee Klaten with two groups of research subjects. Sinaran Coffee's internal management is intended for the Directorate of Business and Marketing and Human Resources and Finance, while Sinaran Coffee's external management is intended for customers. The data collection techniques used were observation, interviews and documentation. The results show that Sinaran Coffee's customer loyalty is reflected in the high frequency of repurchases, resistance to competitors, and the tendency to recommend Sinaran Coffee, which shows that the combination of product quality, positive experience, and good relationships with customers succeeded in building customer loyalty. The implementation of Customer Relationship Management (CRM) at Sinaran Coffee successfully integrates people, processes, and technology to improve the customer experience, although it needs improvements in employee hospitality, service facilities, and information on social media. The implementation of the IDIC Customer Relationship Management (CRM) Model at Sinaran Coffee significantly increases customer loyalty through four main elements, namely Identify, Differentiate, Interact, and Customize, although there are still aspects that need to be improved, such as data collection and interaction quality. |
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## 1. Introduction

In the era of globalization and increasingly fierce business competition, companies are required to be more innovative and customer-oriented. To meet the ever-evolving expectations of customers, many companies adopt Customer Relationship Management (CRM) strategies. CRM is not just a tool for collecting customer data, but also a holistic approach to building valuable long-term relationships [1]. CRM strategies are divided into two categories, namely Traditional CRM and Modern CRM. The traditional one focuses on the collection of customer data without much attention to analysis or the use of advanced technology [2]. Modern CRM integrates people, processes, and technology, thereby creating good relationships with customers and fostering customer loyalty [3].The implementation of CRM involves various aspects, starting from a deep understanding of customer needs. Implementing CRM, companies can personalize customer experiences, increase engagement, and manage loyalty more effectively. Then as a result, the company can build stronger relationships with customers and improve customer retention.

Customer satisfaction is an important part of building loyalty. Customers will be more loyal to a product if they feel satisfied or content with it [4]. However, customer dissatisfaction can influence other customers or suppliers to switch to competing products. Therefore, customer satisfaction will go along with customer loyalty. Customer loyalty is the commitment or desire of to consistently return and use the products or services provided by the manufacturer [5]. In a competitive business environment nowadays, with so many choices of products and services, customer loyalty becomes a very valuable asset. Companies that successfully build customer loyalty will have a significant competitive advantage.

**Table 1**. Semedulur Coffee Sales Data from October 2022 to February 2023

| Month | Number of Customers |
|---|---|
| October 2022 | 507 |
| November 2022 | 487 |
| December 2022 | 469 |
| January 2023 | 394 |
| February2023 | 366 |

**Tabel 2**. Sinaran Coffee Sales Data from October 2022 to February 2023

| Month | Number of Customers |
|---|---|
| October 2022 | 2.376 |
| November 2022 | 2.389 |
| December 2022 | 2.661 |
| January 2023 | 2.722 |
| February2023 | 2.886 |

The competitor of Sinaran Coffee, which was established in the same year, is Semedulur Coffee. It is one of the original coffee shops in Klaten. The main target market of Semedulur Coffee is the youth, especially students. Although both are original coffee shops from Klaten and were established in the same year, sales at Semedulur Coffee have been declining lately. Based on the research data conducted [6] , the sales data at Semedulur Coffee from October 2022 to February 2023 continued to decline. The decrease in the number of customers can be seen in Table 2. The decrease in the number of customers at Semedulur Coffee is significantly contrasted by the increase in the number of customers at Sinaran Coffee. Table 2 shows the number of Sinaran Coffee customers in the same month and year at Semedulur Coffee.
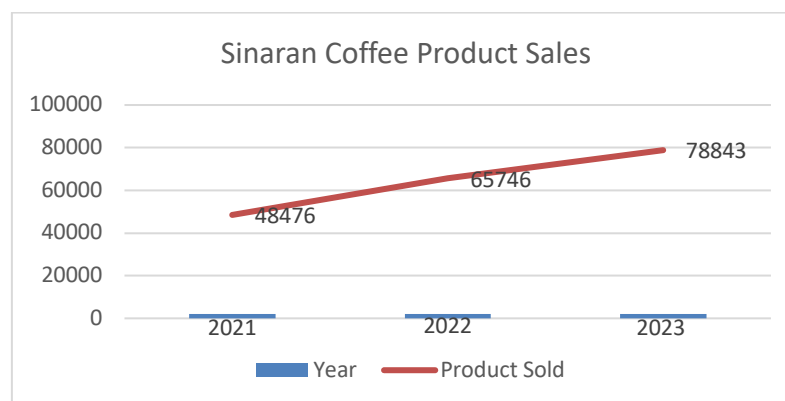


**Fig. 1**. Graph of Sinaran Product Sales from 2021–2023

The graph in figure 1 shows an increase in the number of Sinaran Coffee products sold in 2021–2023. This condition indicates that the business is experiencing growth because the number of products sold is increasing. The increase in the number of products sold will certainly affect the increase in sales and profits obtained. Sinaran Coffee uses various work procedures that serve as guidelines for employees in serving customers, and these procedures are evaluated annually.

Since its establishment, Sinaran Coffee has implemented a Customer Relationship Management (CRM) strategy that not only builds good relationships with customers but also increases profits, both measurable and immeasurable. Measurable benefits are seen from the increase in revenue due to high product sales, while immeasurable benefits include the improvement in reputation, awareness, and customer satisfaction. This is reflected in the increase in visitor data for Sinaran Coffee from 2021 to 2023.
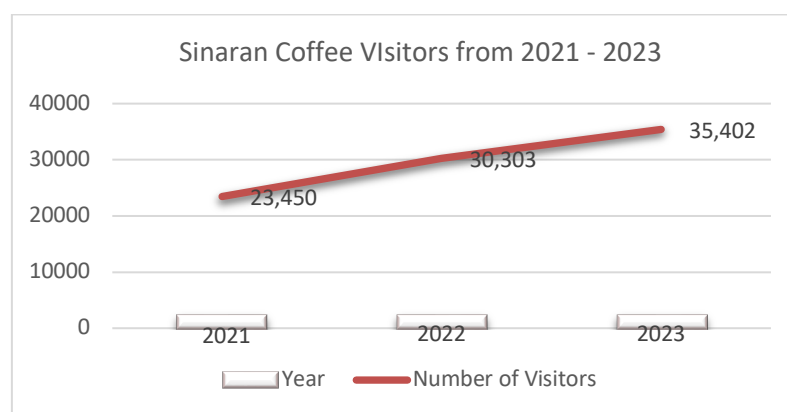


**Fig. 2**. Graph of Sinaran Visitor Numbers for the Years 2021–2023

Figure 2 shows that Sinaran Coffee from 2021–2023 has continued to see an increase in the number of visitors. In 2021, there were a total of 23,450 customers, in 2022 there were 30,303 customers, and in 2023 there were 35,402 customers. The increase in the number of customers has made Sinaran Coffee even more famous. However, the increase in the number of customers does not yet mean that all customers fall into the category of loyal customers.
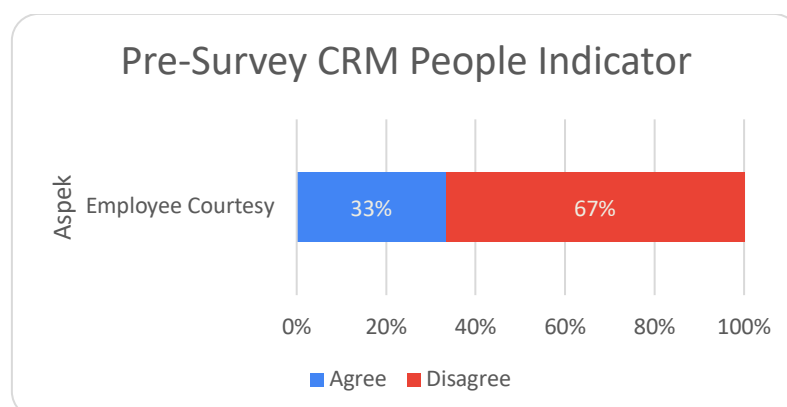


**Fig. 3.** Pre-Survey CRM People Indicator

Figure 3 shows the results of a pre-survey conducted on 30 Sinaran Coffee customers regarding the people indicator. As many as 67% of customers feel that the Sinaran Coffee

employees do not show proper hospitality. According to Kumar & Reinartz [3], the people indicator plays an important role in creating a positive experience for customers. The aspect of the people includes the friendliness and skills of employees. Hospitality must be consistently demonstrated in every interaction to build trust. If not maintained, the unfriendliness can create a negative impression, reduce satisfaction, and harm the business. The problem with the people indicator at Sinaran Coffee is evident from the level of employee friendliness that does not satisfy customers.
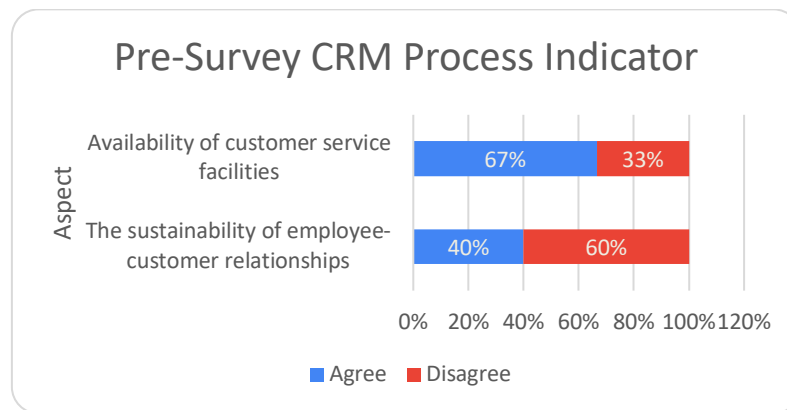


**Fig 4.** Pre-Survey CRM Process Indicator

Figure 4 shows the pre-survey results on the process indicator. As many as 33% of customers stated that the availability of customer facilities is somehow unsatisfactory, and 60% of customers stated that they do not yet have a sustainable relationship with employees. According to Kumar & Reinartz [3], good process indicators include transaction ease, availability of service facilities, quick response to complaints, sustainable relationships between employees and customers, and discounts. The inadequate availability of facilities can reduce customer loyalty, while weak relationships between employees and customers hinder feedback. This issue is evident from the availability of service facilities and the relationship between employees and customers.

From the Google Map Rating, Sinaran Coffee received 4.6 from 474 customer reviews. It cannot be considered perfect because there are several negative reviews provided by customers. In terms of CRM indicators, the negative reviews were about the people and process. Some negative reviews are about employee friendliness. Meanwhile, the process indicator received negative reviews regarding the quick response to customer complaints and the availability of customer service facilities.

There have been numerous studies conducted in the field of CRM, one of which is the study written by Nugroho [7] entitled "Customer Relationship Management Communication Strategy to Enhance Customer Loyalty at Starbucks Coffee Ambarukmo Plaza Yogyakarta." The results of the research show that Starbucks Ambarukmo Plaza Yogyakarta has implemented a system to establish and maintain good relationships with consumers, referred to as the CRM system. In the process of communicating the CRM strategy, the communicators or the parties conveying the message are the workers at Starbucks Ambarukmo Plaza Yogyakarta, commonly known as partners. Customer loyalty at Starbucks Ambarukmo Plaza Yogyakarta increased after experiencing the impact of communicating the CRM system. Nevertheless, the researcher advises future researchers to use in-depth interview techniques. Based on the descriptions and recommendations from previous studies, the researcher decided to conduct a study titled

"Analysis of the Implementation of Customer Relationship Management (CRM) in Enhancing Customer Loyalty at Sinaran Coffee Klaten."

## 2. Method

### 2.1.  Type of Research

This descriptive analysis study employed a qualitative approach. Qualitative research focuses more on description and analysis, with an emphasis on the research process and meaning. The purpose of this research is to explain the implementation of Customer Relationship Management (CRM) by Sinaran Coffee in enhancing customer loyalty.

### 2.2.  Research Setting

Sinaran Coffee Klaten is located at Jl. K.A Gringsing 3, Pondok, Gergunung, Klaten Utara District, Klaten Regency, Central Java 57434. The research was conducted from February 2024 to August 2024.

### 2.3.  Research Participants

The participants of the research were divided into two groups, namely the internal management of Sinaran Coffee which consisted of Director of Business and Marketing and Human Resources, and the external management Sinaran Coffee aimed at customers. The research participants were selected using the purposive sampling method. This sampling method was implemented with certain consideration and purposes.

### 2.4.  Data Collection Techniques

2.4.1. **Observation**: This research was conducted through structured participant observation, where the researcher was directly involved in the daily activities at Sinaran Coffee to observe the implementation of the CRM system.

2.4.2. **Interview**: The researcher conducted interviews with the internal parties of Sinaran Coffee, namely the Business and Marketing Director and HR, and with customers as external parties.

2.4.3. **Documentation:** The documentation method includes photos during observations and interviews, as well as document studies and other materials related to the research from Sinaran Coffee.

### 2.5.  Data Analysis Techniques

The data analysis technique in this research was the Interactive model of Miles, Huberman, and Saldana. The technique was implemented through data collection, data condensation, data presentation, and conclusion (describing or verifying).

## 3. Results and Discussion

### 3.1.  Customer Loyalty of Sinaran Coffee

3.1.1. Repeat Purchase

Research shows that Sinaran Coffee successfully attracts customers with a high frequency of visits, averaging 2-4 times a week. This is in line with theories and research that state that repeat purchases are an indicator of customer loyalty [8][9]. Sinaran Coffee has implemented CRM to enhance loyalty, as evidenced by the results of questionnaires and interactions on social media. Customers are interested in the best service, a comfortable environment, adequate facilities, and consistent product quality. To maintain loyalty, Sinaran Coffee regularly collects customer data through various methods, such as questionnaires and direct observation. However, the response to

negative reviews on Google Maps still needs to be eliminated to continuously enhance service quality.

### 3.1.2. Resilience Against Negative Influences on the Company

Based on the research findings, Sinaran Coffee has successfully achieved a high level of customer satisfaction, as evidenced by positive responses in the questionnaire and the low number of complaints. According to customers, the advantage of Sinaran Coffee compared to its competitors is that Sinaran Coffee offers a calm and comfortable atmosphere, away from the noise of the highway. This is in line with the theory that loyal customers will withstand various external negative influences, including competition [8]. These results support previous research that shows customer loyalty is characterized by a reluctance to switch to other service providers, even amidst service disruptions or promotions from competitors [10]. High customer satisfaction at Sinaran Coffee is driven by various factors, such as menu variety, strategic location, and active communication with customers. To strengthen customer loyalty, Sinaran Coffee needs to enhance its loyalty program, for example, by integrating the loyalty card with a mobile app.

### 3.1.3. Referencing

Sinaran Coffee customers show high loyalty by recommending this coffee shop to others. The main driving factors are the comfortable atmosphere, interesting menu variations, and reputation as a popular local coffee shop. Customers actively spread recommendations through direct communication and social media such as Instagram. In line with the theory used, loyalty is built through satisfactory service, positive experiences, and good relationships with customers [8]. Previous research supports this finding, showing that customers tend to recommend products or services they like . To enhance recommendation behavior, Sinaran Coffee could consider a referral program that offers incentives to customers. This program is expected to strengthen the emotional bond between customers and the brand and increase the number of loyalty card members.


### 3.2. The implementation of Customer Relationship Management (CRM) at Sinaran Coffee

### 3.2.1. People

People indicators include employee friendliness and employee skills. Here are the findings obtained by the researchers:

#### 3.2.1.1. Employee Courtesy

The research results indicate a gap between the service at Sinaran Coffee and the ideal service theory. Although the employees strive to assist customers, the consistency in applying the 5S (Smiles, Greetings, Accost, Polite, Courteous) principles is still suboptimal. In line with the theory used, it states that service quality is greatly influenced by the attitudes and behaviors of employees [3]. The lack of friendliness and consistency in service can negatively impact the customer experience and potentially reduce their loyalty. In addition, physical conditions such as the location of the prayer room and kitchen being adjacent to each other also need to be fixed to maintain customer comfort. To improve service quality, Sinaran Coffee needs to conduct regular training for employees, periodic performance evaluations, and customer satisfaction monitoring. Thus, it is expected that Sinaran Coffee can improve the quality of its service and provide a better experience for customers, in accordance with the principles of good service. The principles of good service are a friendly attitude, politeness, empathy, readiness to help, and good communication [11].

#### 3.2.1.2. Employee Skills

Based on the research results, Sinaran Coffee employees are generally rated quite well in serving customers, shown by speed, skill in explaining the menu, and maintaining cleanliness. The skills possessed by the employees align with the theory used. Good employee skills are the main support of friendliness. Employee skills include product knowledge, communication abilities,

problem-solving skills, and a positive attitude. Good employee skills may bring positive experience for customers [3]. However, there are challenges faced during peak hours, especially related to service speed, particularly for new employees. To improve service quality, management is advised to increase the number of employees during peak hours and holidays, and ensure the availability of stock. Thus, customer waiting times can be shortened and overall service quality can be improved.

### 3.2.2. Process

This indicator includes easy transactions, availability of customer service facilities, the speed of complaint handling processes, ongoing relationships between businesses and customers, and discounts. The findings obtained by the researchers are presented below.

#### 3.2.2.1. Easy Transactions

Sinaran Coffee shows sensitivity to the non-cash trend by adopting various payment methods, including QRIS. Research findings indicate that customers appreciate the convenience of transactions offered by cashless payment methods, although technical issues occasionally occur. This is in line with the theory used and relevant research that highlights the importance of transaction convenience in enhancing customer satisfaction [3][12]. The use of QRIS not only increases transaction efficiency but also shows that Sinaran Coffee is adapting to technological changes. However, to improve the stability of the cash register system, it is recommended to separate the internet network used for the cash register and customers. This step can prevent transaction disruptions caused by high bandwidth usage by customers.

#### 3.2.2.2. Customer Service Facilities Available

Based on the research results, Sinaran Coffee has provided quite complete facilities to meet customer needs, such as diverse seating areas, clean restrooms, a prayer room, ample parking, and security staff. However, there are several issues that need to be addressed immediately, such as the poor condition of the electrical outlets, slow internet connection, and the uncomfortable prayer room. These findings align with the theory that good facilities can enhance customer comfort [3]. To improve service quality, Sinaran Coffee is advised to conduct regular evaluations of the facilities, repair damaged infrastructure, increase internet speed, and provide more suitable facilities for the prayer room. Additionally, it is also necessary to consider providing facilities that support comfort and accessibility for customers with disabilities.

#### 3.2.2.3. The Speed of Complaint Handling Process

The research results show that employee responsiveness in handling customer complaints is a key factor in building trust and customer loyalty at Sinaran Coffee. The speed in responding to complaints, as emphasized in the theory used, is very important to prevent more serious problems and maintain the business's reputation [3]. Additionally, strong interpersonal skills are also a determining factor in successfully handling complaints. Although Sinaran Coffee employees have shown good responsiveness, there is a need for improvement through a more structured communication training program. This program is expected to equip employees with adequate knowledge and skills to handle customer complaints effectively and professionally. Additionally, the implementation of a reward and punishment system can serve as motivation for employees to improve their performance.

#### 3.2.2.4. Sustainable Relationship between Business and Customers

The relationship between employees and customers at Sinaran Coffee is positive, marked by friendliness and familiarity. However, the challenge of maintaining professionalism remains. Good interaction and adaptability are key in creating a satisfying customer experience. This aligns with the theory of sustainable relationships between businesses and customers regarding the importance of maintaining post-transaction relationships. Things that can be done include

implementing loyalty programs, personalizing communication, and following up after purchase [3]. Sinaran Coffee has implemented a loyalty program and personalized communication, but has not yet conducted follow-up activity after purchase. To enhance customer loyalty, it is recommended that Sinaran Coffee conduct follow-ups via email or WhatsApp, such as by sending thank-you notes, discount offers, or information about new products, especially for loyal customers and frequent visitors. Thus, Sinaran Coffee can further strengthen relationships with customers and enhance their satisfaction.

### 3.2.2.5. Discount

Sinaran Coffee has implemented various diverse discount strategies, such as loyalty programs, seasonal promotions, and special discounts for new products. This is in line with the theory on discounts in process indicators, which emphasizes the importance of adjusting discount tactics to customer needs [3]. These programs aim to increase purchase frequency and strengthen long-term relationships with customers. Nevertheless, the absence of birthday discounts presents an opportunity to attract new customers and enhance the loyalty of existing ones. By adding birthday discounts, Sinaran Coffee can build a stronger emotional connection with its customers.

### 3.2.3. Technology

This indicator includes the ease of obtaining information through social media and the use of online booking technology. The findings of the research are presented as follows.

### 3.2.3.1. The Ease of Obtaining Information through Social Media

Sinaran Coffee has successfully utilized social media, particularly Instagram and TikTok, as effective marketing tools. In accordance with the findings of the CRM theory indicating the ease of obtaining information through social media, social media has become the primary source for customers to access information about products, services, and promotions [3]. Engaging content on TikTok, such as reviews and menu explanations, has made it easier for customers to make choices. This is in line with previous research highlighting the importance of easy access to information [12]. Sinaran Coffee has utilized various social media features to provide comprehensive information, ranging from operating hours to special menus. However, to improve services, Sinaran Coffee is advised to provide more detailed information, such as food ordering hours, and to develop an official website as a more comprehensive information hub.

### 3.2.3.2. The Use of Online Booking Technology

Sinaran Coffee has successfully improved the accessibility of its services through online ordering service options available on various platforms such as GoFood, GrabFood, and ShopeeFood. This is in line with the theory on the use of online ordering technology in CRM technology indicators. The use of online ordering technology allows customers to place orders for products or services online through the company's application or website. The online ordering process also makes it easier for customers because it is faster and more convenient; in addition, customers do not need to come to the store [3]. Thus, Sinaran Coffee not only meets the needs of consumers who desire convenience and efficiency but also demonstrates its ability to adapt to digitalization trends. Nevertheless, to continue improving customer satisfaction, it is important for Sinaran Coffee to ensure the speed of service and order accuracy.

### 3.3. The Role of Implementing the IDIC Model of Customer Relationship Management (CRM) at Sinaran Coffee in Enhancing Customer Loyalty

### 3.3.1. Identifying

Sinaran Coffee successfully built personal relationships with its customers through various means, such as the use of loyalty cards and direct interactions with employees. This approach aligns

with the identification theory, which emphasizes the importance of understanding the individual needs of each customer [13]. By recognizing customers personally, Sinaran Coffee not only increases customer satisfaction and loyalty but also obtains valuable data that can be used to develop more effective marketing strategies. The data that need to be collected are related to customer identity, demographics, preferences, behaviors, and customer attitudes.

### 3.3.1.1. Customer identity data

Customer name, email address, phone number, and social media links are needed by the company to identify and contact consumers effectively.

### 3.3.1.2. Demographic and preference

Information on sustomer age, gender, and occupation helps the company in conducting precise market segmentation and determining a comprehensive target market.

### 3.3.1.3. Behavioral and attitudinal data

This data includes information on purchase history, participation in subscription programs, cancellation records, and customer opinions, which are important for understanding satisfaction and improving marketing performance. Sinaran Coffee realizes the importance of customer data for strategic decision-making, but the current data collection is still limited to names and phone numbers. To know customer profiles comprehensively, Sinaran Coffee needs to collect more data, including demographics, preferences, and behaviors which can later be used to design more effective and personalized marketing strategies.

### 3.3.2. Differentiation

Based on the interview results, Sinaran Coffee has not yet implemented a clear customer differentiation strategy. The identification of high-value customers currently relies solely on the possession of loyalty cards. Whereas customer differentiation is based on needs and values, which is crucial for designing more specific strategies [13]. Thus, Sinaran Coffee needs to consider developing a more comprehensive system for identifying and classifying customers based on the value they provide, so that the marketing strategies implemented can be more personal and effective.

### 3.3.2.1. Value Differentiation

Differentiation is carried out to measure transaction frequency and customer interaction levels. At Sinaran Coffee, transaction frequency can be monitored through loyalty cards, which record customer interactions. Customers with loyalty cards are considered to have good value for the company.

### 3.3.2.2. Differentiation of needs

Differentiation of needs is grouping existing customers based on their specific preferences and needs. However, Sinaran Coffee's loyalty card only provides stamps for discounts without storing data on frequently purchased menu items. Therefore, Sinaran Coffee needs to integrate the loyalty card with a system to identify customer needs based on purchase history.

### 3.3.3. Interaction

Through cordial exchanges, engaging events, and standard-compliant service, Sinaran Coffee has demonstrated an effort to cultivate relationships with its clientele. This is consistent with the IDIC CRM theory on the Interact indicator, which highlights how crucial successful interactions are to raising customer loyalty and satisfaction [13]. To improve the relationship between customers and the business, quality interactions need to fulfill specific requirements. Despite fulfilling some of these requirements, Sinaran Coffee can still do better to improve its customer relations. Therefore, Sinaran Coffee has made a positive start in putting the idea of customer connection into practice, but in order to have the best outcomes, it must be consistently developed.

### 3.3.3.1. Interaction between Company and Customers

The first criterion is that both parties interact with each other to get to know one another. Therefore, Sinaran Coffee employees should wear ID cards or name tags so that customers can easily recognize the employees and facilitate interactions.

### 3.3.3.2. Participation

The second criterion is that all parties participate in the interaction process. Similarly, Sinaran Coffee ensures that communication is two-way. Sinaran Coffee implements this by asking for the customer's name to know the name on the order, offering product upgrades, and so on.

### 3.3.3.3. Exchange of Ideas and Information

Active participation in dialogue requires intrinsic motivation from all parties. Sinaran Coffee employees' motivation to interact with customers is driven by various goals, such as achieving business targets, improving service quality, and collecting data for business development.

### 3.3.3.4. Starting a Dialogue

Dialogue is a process of mutually beneficial information exchange, where both parties are actively involved and must be ready to provide relevant responses. Therefore, Sinaran Coffee trains its employees to direct interactions with customers to obtain information, such as customer behavior responses to the products.

### 3.3.3.5. The Changes of Individual's Behavior towards the Company

Sinaran Coffee has implemented an interactive dialogue strategy with consumers combined with marketing elements. This approach allows for a deeper exploration of customer behavior towards the product, enabling the identification of the most relevant needs and values.

### 3.3.3.6. Continuous Dialogue

The essence of dialogue in CRM involves building and maintaining sustainable relationships between the company and consumers. The success of Sinaran Coffee with its many loyal customers proves that good interactions can strengthen the foundation of CRM and create customer loyalty.

### 3.3.4. Customize

Sinaran Coffee has implemented good customization practices in accordance with the Peppers & Rogers theory [13] through strict product quality supervision and proactive handling of customer complaints. The monitoring system involving various departments ensures the consistency of raw material and final product quality. It also has clear SOPs to maintain the quality of service and products, as well as an effective complaint-handling mechanism. Nevertheless, to further improve data management, it is recommended to create a centralized database that records all information related to quality, complaints, and corrective actions. Thus, the data can be analyzed more deeply to support efforts to improve service quality in the future.

## 4. Conclusions

4.1. The high percentage of repeat business at Sinaran Coffee, where most customers visit the café two to four times each week, shows how loyal the customers are to the business and how interested they are in its goods and services. Because of the friendly environment and excellent service, customers are also resistant to the detrimental impact of rivals and are hesitant to switch. Their propensity to endorse Sinaran Coffee both in person and on social media enhances this café's standing. Thus, by combining high-quality products, satisfying experiences, and pleasant customer connections, Sinaran Coffee has been able to successfully build strong customer loyalty.

4.2. The implementation of Customer Relationship Management (CRM) at Sinaran Coffee successfully integrated people, processes, and technology to enhance customer experiences.

This was achieved by enhancing the friendliness and skills of employees, streamlining transaction processes, and improving service facilities. The use of social media and online ordering applications increases accessibility, but the information provided needs to be more comprehensive. Therefore, CRM at Sinaran Coffee may strengthen relationships and enhance customer satisfaction and loyalty.

4.3. The implementation of the Customer Relationship Management (CRM) Model IDIC at Sinaran Coffee plays an important role in increasing customer loyalty through four main elements: Identify, Differentiate, Interact, and Customize. With this model, Sinaran Coffee has successfully built good relationships with customers, although there are still some aspects that need improvement, such as customer data collection, differentiation of customer needs, and interaction quality.

**Conflict of interest**
The authors declare no conflict of interest.

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