The Effect of Digital Marketing and CRM on Repurchase Intention with Customer Experience Mediation at Consina Store Pontianak on Shopee

Ahmad Hilmi Fauzan[1*], Rizky Fauzan[2], Ana Fitriana[3], Erna Listiana[4], Ahmadi[5]
University of Tanjungpura
Corresponding Author: Ahmad Hilmi Fauzan, princeozan999@gmail.com

---

A B S T R A C T

The rapid development of digital technology has significantly transformed consumer behavior and business practices across various countries, including Indonesia. This study examines the relationship between digital marketing strategies, customer relationship management (CRM), and customer experience in shaping repurchase intention on the Shopee platform, with a specific focus on Consina Store Pontianak. A quantitative approach was employed using a survey design and purposive sampling of 163 respondents who have purchased or plan to purchase products from Consina Store Pontianak via Shopee. Data were collected through Google Forms and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 4. The model assessment included indicator validity, reliability, discriminant validity, and structural analysis to test the relationships between variables using path coefficients, t-statistics, and p-values. The results reveal that digital marketing does not have a direct significant effect on repurchase intention; however, customer experience plays a crucial mediating role between digital marketing, CRM, and repurchase intention. CRM has a strong positive influence on both customer experience and repurchase intention. These findings highlight the importance of personalized customer interactions and effective relationship management in driving purchasing decisions on e-commerce platforms like Shopee. By integrating digital marketing, CRM, and customer experience, this study provides both theoretical and practical contributions for e-commerce business practitioners. The synergy among these three aspects is key to enhancing repurchase intention and maintaining competitive advantage in Indonesia's digital era

---

INTRODUCTION

Various aspects of human life, including consumption patterns and social interactions. In Indonesia, internet usage continues to increase rapidly, with more than half of the population now connected to cyberspace (APJII, 2016). This digital transformation is changing people's behavior, which is now shifting more from offline to online activities. This creates the need for a digital platform that can accommodate buying and selling transactions more effectively. As Ibrahim & Aljarah (2021) explained, businesses can take advantage of changes in product sales, especially by supporting marketing activities and product information through social media quickly and efficiently. This change encourages companies to adapt by utilizing digital media as a marketing strategy to reach consumers more efficiently and relevant to the times.

In this context, e-commerce and digital marketing play an important role, especially in building more interactive and personalized communication between companies and consumers. Digital platforms are not only used to introduce products, but also to create a more immersive customer experience, which can strengthen the relationship between brands and consumers (Felix & Rembulan, 2023). One of the fastest growing online shopping platforms in Indonesia is Shopee, which functions as a digital marketplace where sellers and buyers conduct online transactions. Shopee presents various interactive features such as Shopee Live, discount vouchers, flash sales, and coin prize games to attract consumers and create a more interesting shopping experience. With the integration of interactive promotional elements and loyalty programs, Shopee has become one of the major players in the world of digital commerce in Indonesia, where user experience and ease of access are factors that greatly influence purchasing decisions (Dachyar & Banjarnahor, 2017).

Along with the rapid development of digital marketing, companies are now faced with a major challenge in understanding how digital marketing strategies and customer experience can synergistically influence repurchase intention, especially on new platforms such as Shopee. One important element in this context is Customer Relationship Management (CRM), which serves to manage customer interactions, build loyalty, and increase retention with a more personalized and data-driven approach (Harryani, 2017; Herhausen et al., 2020a). CRM is key to optimizing long-term relationships with consumers who have shown initial interest in the product, so as to increase customer repurchase intentions (Gulfraz et al., 2022). As proven by Aghivirwiati, (2023), a positive customer experience can increase satisfaction, which in turn can mediate the effect of customer experience on repurchase intention.

Previous research has discussed the effect of digital marketing on brand awareness Yacub & Mustajab, (2020), customer experience on loyalty Liputri & Gosal (2024), and the role of live streaming and consumer trust in shaping repurchase intentions (Juliana, 2023). However, studies that specifically explore the relationship between digital marketing strategies, customer experience, and customer relationship management (CRM) in shaping repurchase intention on e-commerce platforms such as Shopee are still relatively limited. Most studies tend to highlight one or two variables separately. According to Siregar (2024),

an integrated digital marketing strategy has a crucial role in building long-term relationships and increasing consumer trust. Research by Viddiastuti & Winowatan (2024), shows that the use of social media and marketplaces has a positive impact on sales, but has not comprehensively examined how user experience and CRM can complement each other in driving purchase intentions. So further research is needed that is able to explain the relationship between these three variables to understand repurchase intention, especially product sales in the Shopee application.

In this context, Consina Store Pontianak is an example of a business actor who utilizes various digital marketing features on Shopee such as discount vouchers, Shopee Live, and loyalty programs to attract consumers. As an official store that has been operating for three years and has more than 970 followers, Consina Store shows a commitment to improving customer interaction and experience. Despite this, the store's chat performance stands at 66% and the cancellation rate stands at 17%, indicating challenges in maintaining service quality. The study of stores like Consina is important to understand how digital strategies and customer relationship management impact consumers' repurchase intentions on the Shopee platform.

The phenomenon of the rapid development of digital marketing also has a significant impact on various business platforms, including Shopee Shop. However, there is a gap in understanding how the collaboration between digital marketing and customer experience can influence repurchase intention on the platform. As mentioned by Novita & Mardian, (2022), the increasingly widespread development of information technology in the business sector has made Customer Relationship Management (CRM) an interesting strategy to discuss. This is in line with the opinion of Marchese & Dollar (2015), in the research of Tariq et al. (2022), which states that new technologies and digital marketing practices can provide an architecture that supports and improves customer experience.

Although the influence of digital marketing, CRM, and customer experience on repurchase intention has been widely studied, there is still a gap in understanding the relationship between the three in an integrated manner, especially on the Shopee Shop platform which has unique characteristics as a content-based social media and e-commerce. Previous research generally focuses on conventional marketplaces, so the role of customer experience as a mediator in the link between digital marketing and CRM on repurchase intention has not been explored in depth. To fill this gap, this study examines the effect of digital marketing and CRM on the repurchase intention of Shopee Shop users, with customer experience as a mediating variable. The results of this study are expected to provide theoretical contributions in the development of digital consumer behavior models as well as practical contributions for companies in designing more effective marketing and customer relationship management strategies on platforms such as Shopee.

LITERATURE REVIEW
Digital Marketing

Digital marketing is a marketing approach that utilizes digital media and the internet, such as websites, email, social media, and other digital platforms, to expand market reach and increase the number of customers. According to Chaffey & Chadwick (2019), in Viddiastuti & Winowatan, (2024), digital marketing involves using digital technology to promote products or services and interact with consumers. According to Siregar, (2024), also adds that digital marketing is a form of effort to do marketing through the digital world or the internet. According to Haryanto et al. (2024), explain that digital marketing has significant advantages over traditional marketing strategies because it uses various digital technologies that are more efficient in reaching consumers.

Digital marketing allows marketing to happen anytime and anywhere in real-time Adnan et al. (2024), and offers a more personalized and efficient approach in communicating with consumers. Wardhana (2015), in Hasanah & Habibah, (2021), revealed that the characteristics of digital marketing are different from traditional marketing, and a deep understanding is needed to utilize it effectively. As technology develops, digital marketing is increasingly necessary to achieve business goals (Yacub & Mustajab, 2020).

According to Krishen et al. (2021), define digital marketing as the application of data-based technology and ICT that enables marketing in both the physical and virtual worlds. Digital marketing can strengthen relationships with consumers through the use of digital platforms. Digital marketing is also considered an effort to increase customer engagement, satisfaction, and retention (D. R. Putri, 2021).

Customer Relationship Management (CRM)

Customer Relationship Management (CRM) is a strategic approach used by companies to build and maintain long-term relationships with customers by providing valuable and satisfying services (Zahida et al., 2023). CRM focuses on integrating sales, marketing, and services to selectively manage customers, thereby creating superior value for businesses and customers Aldaihani et al, (2018), in (Dartiningsih, 2024). In addition, CRM is also a strategy designed to attract and retain consumers to remain loyal to the products or services offered by the company (Onassis et al., 2024). CRM implementation allows companies to understand, handle, and manage interactions with customers, both those that exist today and those that may appear in the future (Kurniawan et al., 2025).

Furthermore, CRM can create closer relationships with customers by providing superior customer value and satisfaction, and encourage customer loyalty through improved service quality and consumer experience (Najmi & Wati, 2024). In this context, CRM is important because it can create long-term attachments with loyal consumers, which are more profitable than less loyal customers (Asmawati et al., 2025). CRM systems also allow organizations to collect, store, and analyze customer data, provide a comprehensive picture of their customers, and lead companies in making more informed and efficient decisions (Khodakarami & Chan, 2014).

Customer Experience

Customer experience is defined as the internal and subjective responses of consumers that are formed as a result of their interactions with the company, either directly or indirectly. According to Dexter, (2022), reveals that customer experience is formed through these interactions and influences their assessment of the company. According to Marliana et al. (2023), state that customer experience reflects knowledge gained through interactions with various elements created by service providers.

According to Septian & Handaruwati (2021), emphasizing that customer experience can have a significant effect on customer satisfaction, both physically and emotionally. In Liputri & Gosal's research, (2024), it was found that customer experience plays an important role in influencing their involvement and satisfaction with the product or service offered. Sebald & Jacob in Pei et al. (2020), argue that customer experience can involve various levels, such as rational, emotional, psychological, and mental.

According to Gentile et al. (2007) in Bhattacharya et al. (2019), added that customer experience is not only related to physical interactions, but also includes emotional and sensory aspects, which affect customer engagement at various levels. In the context of online shopping, Trevinal & Stenger (2014) in Bhattacharya et al. (2019), revealed that customer experience in cyberspace involves subjective reactions that are influenced by interactions between consumers and the e-commerce environment.

Repurchase Intention

Repurchase intention is an individual assessment of purchasing the same product or service from the same company, taking into account the current situation and possible existing conditions (Megatari, 2021). Repurchase intention is an important behavior and is highly expected by every company because it represents loyal customer behavior (Simbolon & Law, 2022). This means that customers are willing to buy products or services repeatedly in the future (Chuah et al, 2022). Nowadays, customers are becoming more rational. Although they already have the intention to buy a product, they may not make a purchase right away, this is defined as the decision-making process (Djohan et al., 2022). They not only search for products, but also evaluate the platform/place where the product is sold is sold. Therefore, e-marketplace features and services greatly influence repurchase intentions (Sreen et al., 2018). As a result, e-marketplaces should pay attention to the factors that influence customer repurchase intentions. E-marketplaces must meet customer expectations, which will form repurchase intentions if they can experience the benefits offered by the brand (Ilyas et al., 2020).

Hypothesis Development

The rapid development of digital marketing in the era of digital transformation has changed the pattern of communication between companies and consumers to be more interactive, personalized, and efficient. An effective digital marketing strategy can increase customer engagement, expand market reach, and encourage repurchase intentions for products and services. Research by Krishen et al., (2021); Siregar, (2024), shows that digital marketing contributes significantly to increasing repurchase intention through the

presentation of interesting, informative, and responsive content Aningrum & Achmad, (2024), also found that digital marketing has a positive and significant effect on repurchase intention. The same research by Arieantony & Matusin, (2023), which states that there is an influence of digital marketing on repurchase intention. In addition, research by Wasiat & Bertuah, (2022), shows the direct influence of digital marketing, social media influencers, and customer online reviews on repurchase intention.

H1: Digital marketing has a positive effect on repurchase intention in the Shopee Shop application.

Customer Relationship Management (CRM) is an important element in modern marketing strategies because it allows companies to build long-term relationships with customers. Through data integration and a personalized approach, CRM can improve customer retention and encourage repeat purchases. Previous research shows that effectively implemented CRM can significantly increase customer value and repurchase intention (Najmi & Wati, 2024; Zahida et al., 2023). Amani & Komaladewi (2022), also found that social media marketing has a direct effect on repurchase intention, and has an indirect effect through customer relationships. However, research by Landeng et al. (2023), shows that CRM has a positive but insignificant effect on repurchase intention.

H2: Customer Relationship Management (CRM) has a positive effect on repurchase intention in the Shopee Shop application.

The role of digital marketing in e-commerce such as Shopee Shop is crucial in attracting consumer attention and building emotional relationships through relevant content tailored to user preferences. Digital marketing also allows for a better customer experience through message personalization and responsive interactions (Adhitya et al., 2024). Research by D. R. Putri, (2021), also shows that digital marketing has a positive influence on improving customer experience, especially through responsive communication and personalized content. The findings of Rachen & Widyatama, (2025), the results are similar that an intuitive digital approach can improve customer experience by presenting a more personalized, adaptive, and responsive system. In addition, Nuseir et al. (2023), that the Social Media Marketing strategy is one of the most effective forms of digital marketing in maximizing customer experience, because it provides a high level of personalization, customization, and interaction.

H3: Digital marketing has a positive effect on customer experience in the Shopee Shop application.

Customer Relationship Management (CRM) plays a crucial role in creating meaningful and sustainable customer experiences. When companies are able to understand the needs, preferences, and habits of their consumers, the relationships built will be more personalized and customer loyalty will increase. According to Najmi & Wati, (2024), concluded that CRM integrated with a personalized approach has a significant impact on improving the quality of customer experience. Similar findings by Onassis et al. (2024) which states that an effective CRM system not only strengthens relationships with

customers, but is also able to increase their satisfaction. In addition, Ali & Alfayez's study, (2024), found a statistically significant effect of the E-CRM dimension on customer experience. This is in line with Kumar & Mokha, (2021), that E-CRM is the right solution for both customers and organizations in an effort to create valuable and sustainable interactions.

H4: Customer Relationship Management (CRM) has a positive effect on customer experience in the Shopee Shop application.

Customer experience is the accumulation of customer perceptions of all their interactions with the company, both directly and indirectly. A positive customer experience can strengthen repurchase intentions. Research by Liputri & Gosal, (2024); Marlina & Mardiana, (2023); Ningsih & Sutedjo, (2024); Ratag et al. (2022), show that customer experience has a positive and significant influence on repurchase intention. Mayasari (2021), also concluded that customer experience has a significant effect on repurchase intention in the Lazada application, while Fausta et al. (2023), confirm that a good customer experience not only strengthens satisfaction but also encourages sustainable repurchase intention.

H5: Customer experience has a positive effect on repurchase intention in the Shopee Shop application.

The role of customer experience as a mediating variable has received increasing attention in digital marketing studies. This is because the customer experience formed from digital interactions not only serves as a result of marketing activities, but also as an important bridge that strengthens the relationship between digital marketing strategies and consumer repurchase intentions. Aghivirwiati's research (2023) shows that customer experience has a significant mediating role in strengthening the influence of digital marketing on repurchase intention. This is reinforced by Felix & Rembulan (2023), that the quality of customer experience is an important factor in strengthening the impact of digital communication on repurchase decisions. In addition, Nuseir et al. (2023), that social media marketing strategies can maximize customer experience through personal and relevant interactions, which in turn encourages repurchase intentions.

H6: Customer experience mediates the effect of digital marketing on repurchase intention in the Shopee Shop application.

Customer experience is the key link between Customer Relationship Management (CRM) strategies and repurchase intentions. Effectively implemented CRM not only strengthens relationships with customers, but also creates a more personalized, relevant, and satisfying experience. The results of Najmi & Wati's research (2024) show that CRM that focuses on a personal approach has a significant impact on improving the quality of customer experience. Research results Onassis et al. (2024), that a good CRM system contributes to strengthening relationships with customers and increasing their satisfaction, which is a major element of customer experience. Furthermore, Ali & Alfayez (2024) found that E-CRM dimensions have a significant effect on customer experience, which in turn has an impact on loyalty and repurchase intentions.

H7: Customer experience mediates the effect of Customer Relationship Management (CRM) on repurchase intention in the Shopee Shop application.
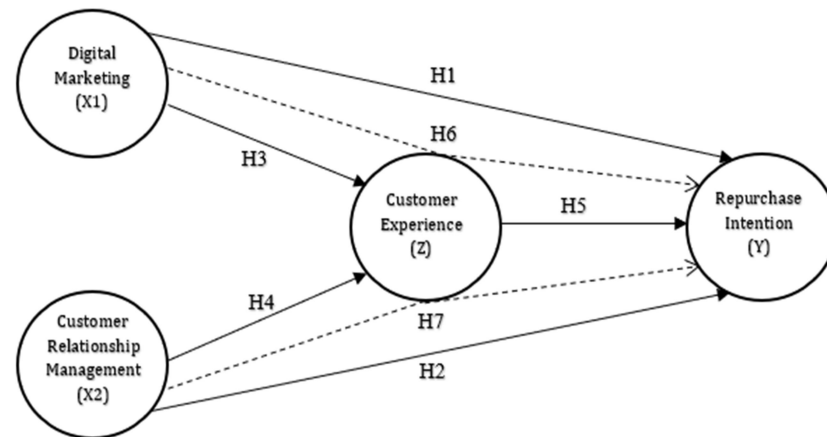
Figure 1. Conceptual Framework

Research Hypothesis

Based on the problem formulation and conceptual framework above, the research hypothesis put forward by the researcher is as follows:

- H1: Digital marketing has a positive effect on repurchase intention in the Shopee Shop application.
- H2: Customer Relationship Management (CRM) has a positive effect on repurchase intention in the Shopee Shop application.
- H3: Digital marketing has a positive effect on customer experience in the Shopee Shop application.
- H4: Customer relationship management has a positive effect on customer experience in the Shopee Shop application.
- H5: Customer experience has a positive effect on repurchase intention in the Shopee Shop application.
- H6: Customer experience mediates the effect of digital marketing on repurchase intention in the Shopee Shop application.
- H7: Customer experience mediates the effect of Customer Relationship Management (CRM) on repurchase intention in the Shopee Shop application.

This research focuses on how digital marketing, customer experience, and customer relationship management (CRM) can influence consumer repurchase intention, especially in the context of e-commerce platforms such as Shopee Shop. Digital marketing is expected to have a positive influence on repurchase intention, with the use of digital marketing strategies, brands can more easily reach consumers and encourage them to make purchases. Customer experience is considered an important factor that influences consumer repurchase intention, a positive experience on the Shopee Shop e-commerce platform can increase consumer purchase interest. CRM, which focuses on managing relationships with customers, is thought to have a positive effect on repurchase intention, a personalized and relevant approach in interacting with consumers

can encourage consumer loyalty and repurchase intention. On the other hand, digital marketing is thought to have a positive effect on customer experience, with the utilization of various Shopee Shop features that facilitate interaction and increase customer satisfaction. CRM is also expected to improve customer experience, given the importance of providing a more comprehensive and valuable experience for customers.

METHODOLOGY

This study uses a quantitative approach with a survey design to determine the extent of the influence of digital marketing and customer relationship management (CRM) on repurchase intention, with customer experience as a mediating variable. The focus of this research is on Consina Store Pontianak consumers, both those who have made purchases and those who have the intention to buy products through the Shopee platform. Because the exact number of consumers is unknown, researchers use purposive sampling techniques with certain criteria. Respondents in this study were selected based on several criteria, namely respondents at least 17 years old, domiciled in Pontianak City and its surroundings, respondents know the digital marketing strategy of Consina products in various media, respondents have used Consina products for at least the last 1 year, and respondents have purchased Consina products on Shopee at least in the last 1 year. Data collection was carried out online through a questionnaire distributed using Google Form, and 163 respondents were collected who fit the research criteria.

The data analysis technique used is Structural Equation Modeling (SEM) using the SmartPLS application. To evaluate the measurement model, validity and reliability tests were conducted. Convergent validity is tested by looking at the standardized loading factor (SLF) value, which must be ≥ 0.70, and discriminant validity is tested using the Fornell-Larcker Criterion method, where the AVE value for each construct must be greater than the correlation between constructs. Construct reliability is tested using construct reliability (CR) and Average Variance Extracted (AVE) values, with CR values greater than 0.70 and AVE greater than 0.50 to indicate good reliability.

For structural model analysis, the relationship between variables and the direct and indirect effects between digital marketing, CRM, customer experience, and repurchase intention were tested. The significance test was conducted using bootstrapping, with the t-count value compared to the t table (1.96) at a significance level of $\alpha = 0.05$. The research hypothesis is accepted if the t-count value ≥ 1.96. The results of this analysis are expected to provide insight into the factors that influence the repurchase intention of Shopee Shop customers in Pontianak City and understand the role of customer experience in increasing the effectiveness of digital marketing and CRM on the platform.

RESULT

This study involved 163 respondents with diverse backgrounds. Based on domicile, the majority of respondents - 149 people (91.4%) - came from Pontianak City, while the remaining 14 people (8.6%) came from outside the

city. This shows that the respondents involved mostly have geographical proximity to Consina Pontianak Store.

In terms of gender, the data shows that male respondents dominate with 139 people (85.3%), while female respondents only number 24 people (14.7%). This finding reflects that men are the largest consumer segment of Consina Pontianak Store. This dominance can also be an indication that purchasing decisions and preferences for outdoor products offered are more influenced by male consumers, both in terms of interests, functional needs, and lifestyles relevant to outdoor activities.

In terms of age group, the majority of respondents were in the productive age range. The age group of 21-25 years is the largest with 80 people (49.1%), followed by the age group of 26-30 years with 59 people (36.2%). Meanwhile, respondents under 21 years old and over 30 years old each amounted to 12 people (7.4%). This finding shows that Consina Pontianak Store consumers are dominated by individuals aged 21 to 30 years, which is a young-adult age group that is generally active in adventure, traveling, and outdoor activities.

Based on the last level of education, respondents with an undergraduate educational background dominated with 86 people (52.8%), followed by 65 high school / vocational high school graduates (39.9%). Meanwhile, respondents with Diploma education amounted to 11 people (6.7%), and only 1 respondent (0.6%) had a Master's education background. These results indicate that Consina Pontianak Store consumers generally have a medium to high level of education, which reflects their capacity to consider the functional, quality, and value aspects of the products they consume.

In terms of occupation, the majority of respondents worked as private employees as many as 85 people (52.1%). In addition, there are 28 respondents (17.2%) who work in state-owned enterprises, 21 people (12.9%) as civil servants, and 16 people (9.8%) work as entrepreneurs. Only 13 people (8%) are still students. This finding shows that Consina Pontianak Store consumers mostly come from professionals who already have a steady income and sufficient purchasing power.

In terms of monthly income, the data shows that 71 respondents (43.6%) have an income between Rp3,000,000 to Rp5,000,000 per month, and 61 respondents (37.4%) earn more than Rp5,000,000. Meanwhile, 27 respondents (16.6%) are in the range of Rp1,000,000 to Rp3,000,000, and only 4 respondents (2.5%) earn below Rp1,000,000. These findings indicate that the majority of Consina Pontianak Store consumers come from the upper middle segment, with relatively high purchasing power. This condition shows that Consina Pontianak Store consumers tend not only to look at price, but also consider quality, function, and brand image in choosing outdoor products.
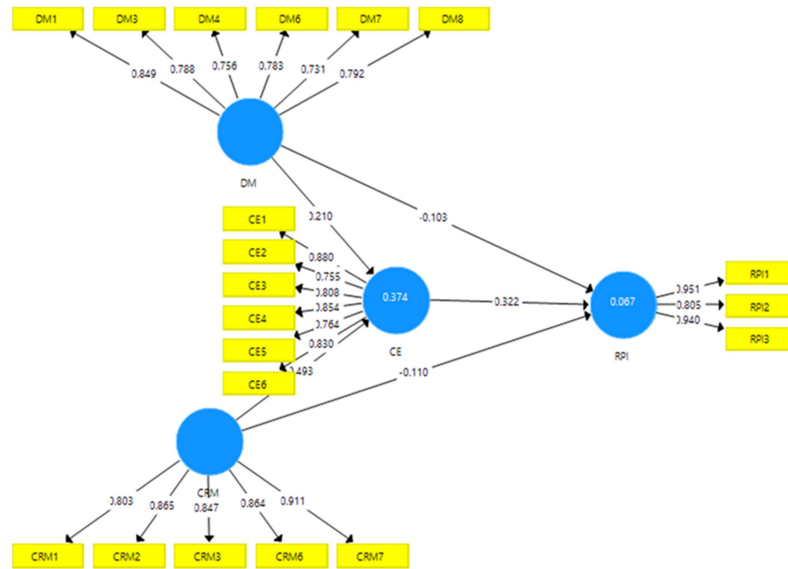
DISCUSSION

Figure 2. Analisis Model

Uji Outer Loading

Table 1. Outer Loadings

Variabel	Item Code	Item	Validity Test		Reliability Test		
			LF	Ket	CA	AVE	Ket
Digital Marketing	DM1	I feel that Consina's official website linked to Shopee makes it easier for me to find information on Consina products.	0.849	Valid	0.875	0.615	Valid
	DM3	I became interested in buying CONSINA products after seeing CONSINA live streaming on Shopee.	0.788	Valid			
	DM4	I have more faith in products that get a lot of positive reviews from other buyers on Shopee.	0.756	Valid			
	DM6	I feel that the technology features in Shopee make shopping more practical	0.783	Valid			

Variabel	Item Code	Item	Validity Test		Reliability Test		
			LF	Ket	CA	AVE	Ket
		and easier.					
	DM7	I feel that the technology system in Shopee helps speed up my purchase transactions.	0.731	Valid			
	DM8	I find product, shipping, and payment information on Shopee easy to access and understand.	0.792	Valid			
CRM	CRM1	I feel more attached to Merchants because they provide services that make it easier for me to shop for CONSINA products on Shopee.	0.803	Valid	0.911	0.737	Valid
	CRM2	Easy service by merchants through Shopee makes me more loyal and choose to return to shop for CONSINA products on the application.	0.865	Valid			
	CRM3	I feel more valued when merchants in Shopee provide offers that match my preferences on CONSINA products.	0.847	Valid			
	CRM6	I am interested in buying CONSINA products on Shopee because CONSINA works with trusted influencers or partners.	0.864	Valid			

Variabel	Item Code	Item	Validity Test		Reliability Test		
			LF	Ket	CA	AVE	Ket
	CRM7	The personalized offer by CONSINA through Shopee makes me more interested in purchasing their products.	0.911	Valid			
Customer Experience	CE1	I was happy to be able to directly ask the merchant about CONSINA products through Shopee's comment or live feature.	0.880	Valid	0.899	0.667	Valid
	CE2	I feel more confident buying CONSINA products when I can interact directly during live events.	0.755	Valid			
	CE3	The CONSINA product information that I saw on Shopee (either on video or live) was easy to understand and clear.	0.808	Valid			
	CE4	Sellers usually explain the benefits and how to use the product in full.	0.854	Valid			
	CE5	CONSINA's visually appealing product video content makes me more interested in buying.	0.764	Valid			
	CE6	I find it easier to believe in products that are shown in detail and in real life in Shopee	0.830	Valid			

Variabel	Item Code	Item	Validity Test		Reliability Test		
			LF	Ket	CA	AVE	Ket
		videos/live.					
Repurchase Intention	RPI1	I am very likely to repurchase CONSINA products at the CONSINA Pontianak official store on Shopee.	0.951	Valid	0.919	0.714	Valid
	RPI2	I will consider buying CONSINA products again at the CONSINA Pontianak official store on Shopee.	0.805	Valid			
	RPI3	I intend to buy CONSINA again at the CONSINA Pontianak official store on Shope.	0.940	Valid			

Based on table 1 above, it can be seen that all indicators have an outer loading value of more than 0.7. This indicates that each variable is able to be explained by its indicators and meets the requirements of convergent validity.

Variable Reliability Test

Table 2. Variable Reliability Test

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
CE	0.899	0.902	0.923	0.667
CRM	0.911	0.919	0.933	0.737
DM	0.875	0.885	0.905	0.615
RPI	0.919	0.928	0.937	0.714

Based on Table 2, all variables in this study show an excellent level of reliability, with Cronbach's Alpha values above 0.70-that is, CE of 0.899, CRM of 0.911, DM of 0.875, and RPI of 0.919. In addition, the composite reliability (rho_c) value for all variables also exceeds the 0.70 threshold. This indicates that the indicators in each construct are able to stably represent the measured variables.

Average Variance Extracted (AVE) Test

The Average Variance Extracted (AVE) value on each variable in this study is above the minimum threshold of 0.50, which indicates adequate convergent validity. In detail, the AVE value for each variable is as follows: CE (0.667), CRM (0.737), DM (0.615), and RPI (0.714). These values indicate that more than 50% of the indicator variance can be explained by the respective constructs, so it can be concluded that all constructs have good convergent validity.

Discriminant Validity Analysis
Fornell-Larcker Criterion Test

Table 3. Fornell-Larcker Criterion Test

	CE	CRM	DM	RPI
CE	0.817			
CRM	0.580	0.859		
DM	0.415	0.418	0.784	
RPI	0.204	0.014	-0.035	0.845

Based on table 3 above, Customer Experience (CE), Customer Relationship Management (CRM), Digital Marketing (DM), and Repurchase Intention (RPI), show that the root AVE value is higher than the inter-construct correlation outside the diagonal, respectively CE is 0.817, CRM is 0.859, DM is 0.784, and PI is 0.845, so it can be concluded that the discriminant validity of each variable has been met.

Heterotrait-Monotrait Ratio Test (HTMT)

Table 4. Heterotrait-Monotrait Ratio Test (HTMT)

	Heterotrait-monotrait ratio (HTMT)
CRM <-> CE	0.626
DM <-> CE	0.451
DM <-> CRM	0.461
RPI <-> CE	0.233
RPI <-> CRM	0.061
RPI <-> DM	0.075

Based on the table above, all Heterotrait-Monotrait Ratio (HTMT) values between constructs are below the threshold of 0.90. The highest value is 0.626 (between CRM and CE), followed by DM and CE (0.451), DM and CRM (0.461), RPI and CE (0.233), PI and CRM (0.061), and RPI and DM (0.075). From the test results, the HTMT value below 0.90 indicates good discriminant validity for each construct in the model. Thus, the latent variables tested can be statistically clearly distinguished from each other, thus meeting the requirements of discriminant validity in the research model.

Structural Analysis
Hypothesis Test (Path Coefficients) - Direct effect

Table 5. Hypothesis Testing Results direct effect

Influence Path	Origin al Sampl e (O)	Mean Sampl e (M)	Standar Deviasi (STDEV)	Statistik t (|O/STDEV)	P-value	Decision
DM → RPI	-0.118	-0.126	0.102	1.161	0.246	Not Significant
CRM → RPI	-0.126	-0.129	0.103	1.229	0.219	Not Significant
DM → CE	0.326	0.345	0.09	3.628	0.000	Significant
CRM → CE	0.209	0.223	0.072	2.894	0.004	Significant
CE → RPI	0.493	0.491	0.063	7.846	0.000	Significant

Based on the test results, the results can be explained, namely:
1.   **The effect of Digital Marketing on Repurchase Intention**
       The test results of DM on RPI show a coefficient of -0.118 with a t-statistic of 1.161 and a p-value of 0.246. Because the p value> 0.05, the results are not significant. The results showed that digital marketing does not have a significant direct influence on consumer repurchase intention at Consina Pontianak Store through Shopee. This result is in line with the findings of Dewi et al. (2022), that digital marketing has no direct effect on traveler decisions, and brand image is unable to become a mediator. However, these findings contradict the results of Dastane's research (2020), that digital marketing has a significant positive effect on purchase intention in the context of e-commerce in Malaysia. This indicates that the effect of digital marketing on repurchase intentions can be indirect and requires a mediating role from other factors such as brand image or customer experience in order to have a significant impact.

       This insignificance can be caused because consumers in the purchasing decision-making process are not only influenced by digital promotions, but also consider other more complex aspects. This is in line with the opinion of Yacub & Mustajab (2020), which states that "digital marketing plays more of a role in increasing brand awareness than directly driving repurchase intentions." In addition, according to Siregar (2024), "digital marketing strategies must be supported by other elements such as customer experience and good relationships in order to have a significant impact on purchasing decisions." Furthermore, Ibrahim & Aljarah (2021) emphasize that "digital marketing functions as an effective communication and promotion medium, but does not necessarily directly increase purchases without good interaction and experience." This means that the sale of Consina Store Pontianak through Shopee, digital marketing alone is not enough to directly encourage consumer purchase intention. Support from other variables is needed so that digital marketing can contribute significantly to repurchase intentions.
2.   The effect of Customer Relationship Management on Repurchase Intention.
       The test results for CRM on RPI show a coefficient of -0.126 with a t-statistic of 1.229 and a p-value of 0.219. Because the p value> 0.05, the results are not significant. This shows that Customer Relationship Management (CRM) does not

directly affect the repurchase intention of Consina Pontianak Store consumers on the Shopee platform. The findings of this study are in line with the study of Dastane (2020), which states that customer relationship management (CRM) does not directly affect the relationship between digital marketing and consumer repurchase intentions. It is also reinforced by Ertemel & Civelek's (2019) research, which concluded that customer care has no direct influence on repurchase intention in the context of online shopping. Thus, the effect of CRM on repurchase intention is indirect, and will be more effective if supported by other variables.

However, CRM still plays an important role in building long-term relationships with customers. Its impact on purchasing decisions tends to occur gradually through positive experiences felt by consumers. According to Harryani (2017), "CRM focuses on building customer relationships and loyalty, whose effects on purchase intention are often long-term and indirect." Gulfraz et al. (2022), also stated that "CRM increases customer engagement so that it has an impact on purchase intention through positive experiences." While Kurniawan et al. (2025), added that "Effective CRM requires integration with customer experience in order to significantly influence purchasing decisions." The current CRM run by Consina Store Pontianak has not been able to encourage purchase intentions directly. Management needs to optimize CRM so that customers are increasingly interested in making purchases.

3. The Effect of Digital Marketing on Customer Experience

The test results of Digital Marketing (DM) on Customer Experience show a coefficient of 0.209 with a t-statistic of 2.894 and a p-value of 0.004. This value indicates the results are significant, so DM has a significant effect on CE. This shows that digital marketing has an effect in shaping the customer experience at Consina Store Pontianak through Shopee. This finding is in line with Vidiati's research (2025), the results of which show that strategies to increase customer value include utilizing digital platforms, optimizing customer experience, and good service. The results of Misidawati et Nal. (2023), also concluded that digital marketing strategies such as SEO, content marketing, social media marketing, and influencer collaboration can positively improve customer perception and engagement.

This means that the digital marketing applied by Consina Store Pontianak through Shopee is able to create a more interesting and personalized shopping experience, so that consumers get a more enjoyable and memorable shopping experience. According to Felix & Rembulan, (2023), that "digital marketing plays an important role in creating an immersive and interactive customer experience." Similarly, Adnan et al. (2024), stated that "digital marketing enables real-time communication and personalization that increases customer satisfaction." In addition, Dachyar & Banjarnahor, (2017), explained that "interactive features on the Shopee platform are able to strengthen customer experience through various promotional programs and interesting interactions."

4. Effect of Customer Relationship Management on Customer Experience.

The test results of Customer Relationship Management (CRM) on Customer Experience (CE) show a coefficient value of 0.493 with a t-statistic of 7.846 and a

p-value of 0.000. This value indicates that the results are significant. The test results show that CRM has a positive effect on customer experience at Consina Store Pontianak through Shopee. This finding is in line with Kumar & Mokha's research, (2021), the results of which show that customer experience is an important link between E-CRM and customer satisfaction. It is similar in Suharto & Yuliansyah's research, (2023), which shows that CRM directly has a positive influence on customer experience.

This research is also in line with the opinion of Newell (2009), cited by Bagasworo, (2021), that CRM is a process of continuous learning about consumer behavior through every interaction, with the aim of building strong relationships between customers and companies. Payne & Frow, (2004), add that the success of CRM is highly dependent on effective customer relationship management across multiple business channels, given that most customer experiences occur in these environments. Thus, it can be concluded that CRM plays an important role in shaping customer experience at Consina Store Pontianak.

5.   The Effect of Customer Experience on Repurchase Intention

The path coefficient value between Customer Experience (CE) on Repurchase Intention (RPI) is 0.326 with a t-statistic value of 3.628 and a significance value (p-value) of 0.000. Because the p value <0.05, the result is significant. The test results show that customer experience affects the repurchase intention of Consina Pontianak Store consumers at Shopee. These results are in line with the findings of Lasmana & Sarudin, (2023), which show that customer experience has a partial effect on purchase intention. Similar results were also found in Djafarova & Bowes' research, (2021), which stated that brand advertising, the presence of micro-celebrities, and user-generated content (UGC) on Instagram can evoke positive emotions such as pleasure and arousal in Generation Z women, which in turn encourages impulse buying behavior. Meanwhile, in Dexter's research, (2022), also confirmed that customer experience has a strong influence on purchasing decisions. Liputri & Gosal, (2024), found that customer experience contributes significantly to satisfaction and engagement, which in turn increases repurchase intentions.

However, the results of this study contradict the findings of Sembiring et al. (2023) which state that customer experience has no direct effect on repurchase intention. This difference in results is likely due to the different research contexts and supporting variables in each study. In general, customers who experience convenience, satisfaction, and pleasant interactions will be more motivated to make purchases. This is in accordance with the opinion of Bhattacharya et al. (2019), which emphasizes the importance of emotional and sensory aspects in shaping consumer purchase intentions. This means that a pleasant and satisfying customer experience plays an important role in encouraging consumer purchase intentions at Consina Pontianak Store through Shopee. The better the experience felt, the more likely consumers are to repurchase a product or service.

Hypothesis Test (Path Coefficients) - Indirect Effect

Table 6. Hypothesis Testing Results Indirect effect

Influence Path	Original Sample (O)	Mean Sample (M)	Standar Deviasi (STDEV)	Statistik t (|O/STDEV|)	P-value	Decision
DM → CE → RPI	0.068	0.078	0.035	1.931	0.054	Not Significant
CRM → CE → RPI	0.161	0.169	0.048	3.341	0.001	Significant

1. Indirect Influence of Digital Marketing on Repurchase Intention through Customer Experience

   The coefficient value of the indirect effect of DM to RPI through CE shows a coefficient of 0.068 with a t-statistic of 1.931 and a p-value of 0.054. Because the p value is slightly above 0.05, the result is not significant, so it can be concluded that digital marketing does not have a significant indirect effect on repurchase intention through customer experience. This finding is in line with the results of Urbański & Ul Haque's research, (2020), that there are no significant differences in repurchase intentions on various products, even when given certain labels or claims. Similarly, the results of Chong et al.'s research (2022) concluded that the lack of success of service companies in utilizing social media such as Facebook and Twitter. The communication that occurs is still minimal and has not been able to build strong relationships with customers. In fact, in today's digital era, consistent and meaningful interactions in cyberspace are key in shaping positive customer experiences. However, there are studies with different results such as Killiam & Lazuardi, (2024), that the combination of digital marketing and customer experience together can encourage customer loyalty. Likewise with Chen & Yang, (2021), the result is that customer experience, for example, starts from website convenience, online customer service, to cost transparency which ultimately has a significant influence on consumer repurchase intentions.

   In the context of Consina Store Pontianak, it could be that consumers still need something more than just digital promotions. They are looking for a pleasant experience, fast service, clear information, and interactions that feel personalized. As confirmed by Viddiastuti & Winowatan, (2024), "Digital marketing will have more impact if accompanied by a strong Customer Relationship Management (CRM) strategy and customer experience." It is also confirmed by Novita & Mardian, (2022), that "A mature CRM strategy can make digital marketing efforts much more effective in driving purchases." According to Yunus et al. (2022), "Changes in consumer behavior today require a comprehensive approach, it is not enough to rely solely on digital promotions." For digital marketing to significantly influence repurchase intentions through customer experience, companies must integrate digital marketing with CRM and services that provide meaningful experiences.

2. Indirect Influence of CRM on Repurchase Intention through Customer Experience

The coefficient value of the indirect effect of CRM on RPI through CE shows a coefficient of 0.161 with a t-statistic of 3.341 and a p-value of 0.001. Because p < 0.05, the result is significant. Thus, CRM has a significant indirect effect on Repurchase Intention through Customer Experience. This finding is in line with several previous studies such as the results of Khurniasari & Rahyadi's research, (2021), that Customer Experience mediates the effect of E-CRM on repurchase intentions. In Suharto & Yuliansyah's research, (2023), the result is that Customer Relationship Management has a significant direct effect on Customer Satisfaction, and Customer Experience has a direct positive impact on repurchase intentions. Kumar et al.'s research, (2022), also concluded that there is a significant relationship between E-CRM and repurchase intentions mediated by Customer Experience.

In the context of Consina Store Pontianak, CRM that is implemented effectively is able to build positive customer experiences, thereby increasing consumer repurchase intentions on the Shopee platform. This is in line with the opinion of Khodakarami & Chan, (2014), that CRM allows companies to manage customer data with the aim of improving experience and repurchase intentions. Furthermore, Aghivirwiati, (2023), confirms that Customer Experience mediates the influence of CRM on repurchase Intention. In addition, according to Herhausen et al. (2020b), that CRM is effective in creating customer loyalty and experience which ultimately increases repurchase intentions for a product or service.

R-square Test

Table 7. R-square Test

	R-square	R-square adjusted
CE	0.373	0.365
PI	0.069	0.051

Table 7 shows the R-Squared and adjusted R-Squared values for the Customer Experience (CE) and Purchase Intention (PI) variables tested in the model. The R-Squared value of 0.373 on the Customer Experience variable shows that this model is able to explain 37.3% of the variation in customer experience at Consina Pontianak Store through the Shopee application. Meanwhile, the R-Squared value of 0.069 on the Repurchase Intention variable shows that the model only explains 6.9% of the variation in customer repurchase intention, meaning that other factors outside this model influence repurchase intention. This indicates that there are other factors outside the model that influence repurchase intentions. This condition may occur because some customers prefer to shop directly at the Consina Pontianak Store, rather than through the Shopee application.

CONCLUSION AND RECOMMENDATION

This study shows that Digital Marketing has a significant effect on Customer Experience, but does not directly affect repurchase Intention, while Customer Relationship Management has a positive effect on Customer Experience and indirectly increases repurchase Intention through customer experience; Customer Experience itself plays an important role in increasing the repurchase intention of Consina Pontianak Store consumers on the Shopee platform. The practical implication is that companies need to integrate digital marketing strategies with effective Customer Relationship Management to create a satisfying shopping experience, which in turn can encourage a consumer's repurchase intention.

For management is to focus on improving the quality of CRM and personalizing digital interactions in order to strengthen consumer loyalty and repurchase intentions, as well as optimizing sales channels both online and offline given the diverse consumer preferences. For future research, it is recommended to include other variables that may affect repurchase intention, such as price factors, promotions, and psychological aspects of consumers, as well as expanding the sample by considering customers who shop directly in physical stores to get a more comprehensive picture.

REFERENCES

Adhitya, W. R., Teviana, T., Sienny, S., Hidayat, A., & Khaira, I. (2024). Implementasi Digital Marketing Menggunakan Platform E-Commerce dan Media Sosial Terhadap Masyarakat Dalam Melakukan Pembelian. TIN: Terapan Informatika Nusantara, 5(1), 63–72.

Adnan, A., Sarita, J., & Eldon, M. (2024). The Implementation of Digital Marketing in Indonesia's MSMEs by Using Bibliometric Methods and Systematic Literature Review. DiE: Jurnal Ilmu Ekonomi Dan Manajemen, 15(1), 102–113.

Aghivirwiati, G. A. (2023). PENGARUH CUSTOMER EXPERIENCE DAN KEPUASAN TERHADAP PURCHASE INTENTION TIKTOK SHOP. E-JURNAL EKONOMI DAN BISNIS UNIVERSITAS UDAYANA, 12(07), 1330–1339.

Ali, N., & Alfayez, M. (2024). The impact of E-CRM on customer loyalty in the airline industry: the mediating role of customer experience. Cogent Business and Management, 11(1).

Amani, A. R., & Komaladewi, R. (2022). Social Media Dan Customer Relationship Marketing Sebagai Stimulus Dalam Meningkatkan Purchase Intention. Jurnal Ilmiah MEA, 6(2), 1746–1755.

Aningrum, L. W., & Achmad, N. (2024). Pengaruh Digital Marketing, Product Quality Terhadap Purchase Intention Dengan Brand Image Sebagai Variabel Intervening Pada Produk Pakaian Uniqlo. Al-Kharaj: Jurnal Ekonomi, Keuangan & Bisnis Syariah, 6(4), 5416–5432.

Anisa, D. K., & Marlena, N. (2022). Pengaruh User Generated Content Dan E-Wom Pada Aplikasi Tik-Tok Terhadap Purchase Intention Produk Fashion. Jurnal Sinar Manajemen, 9(2), 207–218.

Arieantony, & Matusin, I. O. (2023). Pengaruh Digital Marketing Terhadap Purchase Intention: Dimoderasi Brand Equity. Jurnal Ekonomi Trisakti, 3(2), 3713–3722.

Asmawati, N., Astuti, W. T., & Wisnalmawati. (2025). THE INFLUENCE OF DIGITAL MARKETING, INFLUENCER MARKETING ON PURCHASE INTENTION THROUGH CONSUMER ATTITUDE MEDIATION (SURVEY OF GEN Z USERS OF SHOPEE APPLICATION IN SLEMAN DISTRICT). Indonesian Interdisciplinary Journal of Sharia Economics (IIJSE), 2(2), 1–7.

Bagasworo, W. (2021). Pengaruh Customer Relationship Management dan Customer Experience Quality Ter-hadap Customer Loyalty Melalui Customer Satisfaction (Studi pada Konsumen di Tanamera Cafe Jakarta). Jurnal Ekonomi, Manajemen Dan Perbankan (Journal of Economics, Management and Banking), 3(2), 89.

Bhattacharya, A., Srivastava, M., & Verma, S. (2019). Customer Experience in Online Shopping: A Structural Modeling Approach. Journal of Global Marketing, 32(1), 3–16.

Chen, N., & Yang, Y. (2021). The impact of customer experience on consumer purchase intention in cross-border E-commerce——Taking network structural embeddedness as mediator variable. Journal of Retailing and Consumer Services, 59(October), 102344.

Chong, J., Sin, C., Hassan, R., & Shahrani, S. (2022). The Impact of Digital Marketing and Indirect Customer Service On the Success of Service Institutions. Gyancity Journal of Electronics and Computer Science, 7(2), 26–36.

Chuah, S. H. W., Sujanto, R. Y., Sulistiawan, J., & Aw, E. C. X. (2022). What is holding customers back? Assessing the moderating roles of personal and social norms on CSR'S routes to Airbnb repurchase intention in the COVID-19 era. Journal of Hospitality and Tourism Management, 50(March), 67–82.

Dachyar, M., & Banjarnahor, L. (2017). Factors influencing purchase intention towards consumer-to-consumer e-commerce. Intangible Capital, 13(5), 946–966.

Dartiningsih, R. (2024). Social Crm (Customer Relationship Management) Model Sebagai Strategi Bisnis Pariwisata Di Kabupaten Mojokerto (Desa Wisata Ketapanrame). Jurnal Ekonomi & Ekonomi Syariah, 7(2), 1570–1581.

Dastane, O. (2020). Impact of Digital Marketing on Online Purchase Intention: Mediation Effect of Customer Relationship Management. Journal of Asian Business Strategy, 10(1), 142–158.

Dewi, L. K. C., Widagdo, S., Martini, L. K. B., & Suardana, I. B. R. (2022). Pengaruh Digital Marketing Dan Customer Relationship Marketing Terhadap Keputusan Wisatawan Dengan Brand Image Sebagai Variabel Mediasi. EKUITAS (Jurnal Ekonomi Dan Keuangan), 6(2), 243–270.

Dexter, J. (2022). Peran Moderasi Customer Experience Atas Pengaruh Visual Merchandising Terhadap Repurchase Intention KKV. Jurnal Strategi Pemasaran, 9(2), 1–17.

Djafarova, E., & Bowes, T. (2021). 'Instagram made Me buy it': Generation Z impulse purchases in fashion industry. Journal of Retailing and Consumer Services, 59(xxxx), 102345.

Djohan, S. A., Handhana, D., Castafiore, V. B., & Hendriana, E. (2022). Can gamification stimulate customers to repurchase in the e-marketplace? The mediation effect of customer experience and engagement. Budapest International Research and Critics Institute (BIRCI-Journal): Humanities and Social Sciences, 5(1), 4781–4796.

Ertemel, A. V., & Civelek, M. E. (2019). Managerial Implications of the Relationship Between Customer Care and Purchase Intention in Online Shopping. Business & Management Studies: An International Journal, 7(1), 514–526.

Fausta, M. F., Anderson, P., & Risqiani, R. (2023). Pengaruh Customer Experience, Customer Satisfaction, Terhadap Repurchase Intention Pada Restoran Cepat Saji. Equilibrium: Jurnal Penelitian Pendidikan Dan Ekonomi, 20(01), 1–9.

Felix, A., & Rembulan, G. D. (2023). Analysis of Key Factors for Improved Customer Experience, Engagement, and Loyalty in the E-Commerce Industry in Indonesia. APTISI Transactions on Technopreneurship, 5(2Sp), 196–208.

Fitri, T. A., & Syaefulloh, S. (2023). Pengaruh Influencer Marketing Dan Viral Marketing Terhadap Purchase Intention Melalui Online Customer Review pada Fashion Terkini di Tiktok Shop. Al Qalam: Jurnal Ilmiah Keagamaan Dan Kemasyarakatan, 17(6), 3946.

Gulfraz, M. B., Sufyan, M., Mustak, M., Salminen, J., & Srivastava, D. K. (2022). Understanding the impact of online customers' shopping experience on online impulsive buying: A study on two leading E-commerce platforms. Journal of Retailing and Consumer Services, 68(September), 103000.

Harryani, S. (2017). Customer Relationship Management Influence on Customer Value, Product Quality and Service Quality in Improving Customer Satisfaction and Its Implication on the Customer Loyalty. Jurnal Ilmiah Ekonomi Bisnis, 22(2), 178575.

Haryanto, R., Setiawan, A., Nurhayati, R., Gede, I., Mertayasa, A., & Nugraha, A. R. (2024). Digital Marketing Sebagai Strategi Pemasaran Di Era Society 5.0: Sebuah Literature Review. Edunomika, 08(02), 1–10.

Hasanah, N., & Habibah, S. (2021). Implementasi Manajemen Kelas di SD Negeri. Jurnal Administrasi, Kebijakan, Dan Kepemimpinan Pendidikan (JAK2P), 2(2), 170.

Herhausen, D., Miočević, D., Morgan, R. E., & Kleijnen, M. H. P. (2020a). The digital marketing capabilities gap. Industrial Marketing Management, 90, 276–290.

Herhausen, D., Miočević, D., Morgan, R. E., & Kleijnen, M. H. P. (2020b). The digital marketing capabilities gap. In Industrial Marketing Management (Vol. 90, pp. 276–290).

Ibrahim, B., & Aljarah, A. (2021). Linking Social Media Marketing Activities to Revisit Intention through Brand Trust and Brand Loyalty on the Coffee Shop Facebook Pages: Exploring Sequential Mediation Mechanism.

Ilyas, G. B. et al. (2020) 'Reflective model of brand awareness on repurchase intention and customer satisfaction', Journal of Asian Finance, Economics and Business, 7(9), pp. 427–438. doi: 10.13106/JAFEB.2020.VOL7.NO9.427.

Juliana, H. (2023). Pengaruh Siaran Langsung Dan Manfaat Yang Dirasakan Terhadap Niat Beli Melalui Kepercayaan Konsumen Pada Aplikasi Tiktok Shop. SINOMIKA Journal: Publikasi Ilmiah Bidang Ekonomi Dan Akuntansi, 1(6), 1517–1538.

Khodakarami, F., & Chan, Y. E. (2014). Exploring the role of customer relationship management (CRM) systems in customer knowledge creation. Information and Management, 51(1), 27–42.

Khurniasari, E., & Rahyadi, I. (2021). The effect of E-CRM and technological innovation toward customer loyalty: A mediation effect of customer experience on Tokopedia customers. Journal of Theoretical and Applied Information Technology, 99(22), 5312–5322.

Killiam, J., & Lazuardi, D. (2024). The Effect of Digital Marketing and Customer Experience on Customer Loyalty at Maju Bersama Ringroad. 3(1), 72–79.

Krishen, A. S., Dwivedi, Y. K., Bindu, N., & Kumar, K. S. (2021). A broad overview of interactive digital marketing: A bibliometric network analysis. Journal of Business Research, 131(February 2020), 183–195.

Kumar, P., & Mokha, A. K. (2021). Relationship between E-CRM, Customer Experience, Customer Satisfaction and Customer Loyalty in Banking Industry: A Review of Literature. RESEARCH REVIEW International Journal of Multidisciplinary, 6(2), 127–137.

Kumar, P., Mokha, A. K., & Pattnaik, S. C. (2022). Electronic customer relationship management (E-CRM), customer experience and customer satisfaction: evidence from the banking industry. Benchmarking, 29(2), 551–572.

Kurniawan, I. B., Ardana, I. M. D. W., & Bernardus, I. N. (2025). PENGARUH SOCIAL MEDIA MARKETING, CUSTOMER RELATIONSHIP MANAGEMENT DAN SERVICE QUALITY TERHADAP PATIENT SATISFACTION PADA INSTASKIN BALI. JUIMA: Jurnal Ilmu Manajemen, 15(1), 21–37.

Landeng, R. J. G., Mandeny L, S., & Mandagie, Y. (2023). Pengaruh Cita Rasa, Persepsi Harga dan Customer Relationship Management Terhadap Keputusan Pembelian Minuman Boba Sel-Sel Cheesetea di Tumpaan The Influence of Taste, Price Perception and Customer Relationship Management on the Purchase Decision of Boba. Jurnal LPPM Bidang EkoSosBudKum (Ekonomi, Sosial, Budaya, Dan Hukum), 7(4), 315–324.

Lasmana, S. I., & Sarudin, R. (2023). ANALISIS PENGARUH CUSTOMER EXPERIENCE TERHADAP MINAT BELI KONSUMEN DI BENGKEL BURGER & BREW X KAREN' S DINER. 4(3), 1935–1942.

Liputri, E., & Gosal, G. (2024). the Relationship of Customer Experience, Customer Engagement, Customer Satisfaction, and Customer Loyalty in Shopee E-Commerce. JMBI UNSRAT (Jurnal Ilmiah Manajemen Bisnis Dan Inovasi Universitas Sam Ratulangi)., 11(1), 196–204.

Marliana, E., Pertiwi, F., Dwi, I., Rizki, N., Syahputro, S. B., Tinggi, S., Ekonomi, I., & Tanjungpinang, P. (2023). Analisis Customer Experience Terhadap Customer Satisfaction Konsumen Onevape Store Customer Experience Analysis of Onevape Store Customer Satisfaction. Sinomika Journal | Volume, 2(4), 793–800.

Marlina, M., & Mardiana, R. (2023). Implementation of Curriculum Monitoring and Evaluation in Schools. Indonesian Journal Education, 2(2), 45–51.

Mayasari, H. (2021). Pengaruh Perceived Risk dan Customer Experience Terhadap Purchase Intention Pada Aplikasi Lazada Di Kota Padang. Jurnal Manajemen Dan Kewirausahaan, 12(03), 1–13.

Megatari, A. (2021). The effect of customer engagement on customer equity and repurchase intention in mobile shopping applications. In The 2nd International Conference on Inovations in Social Sciences Education and Engineering (ICoISSEE).

Misidawati, D. N., Darmiono, Devi, E. K., Fatimah, S., & Sarwono. (2023). The Effect of Digital Marketing Strategy and Service Quality on Customer Satisfaction in the Indonesian E-Commerce Industry. Sinergi International Journal of Management and Business, 1(2), 160–171.

Musfira, L., & Astuti, B. (2024). Faktor – Faktor yang Mempengaruhi Purchase Intention. Jurnal Informatika Ekonomi Bisnis, 6, 133–144.

Najmi, N., & Wati, M. K. (2024). PENGARUH CUSTOMER RELATIONSHIP MANAGEMENT TERHADAP CUSTOMER LOYALTY DENGAN CUSTOMER SATISFACTION SEBAGAI VARIABEL INTERVENING (Studi Pada Konsumen Mixue di Daerah Istimewa Yogyakarta). Ekomania: Ekonomi, Manajemen, Akuntansi Dan Bisnis, 11(1), 43–55.

Ningsih, K. S. W., & Sutedjo, B. (2024). Pengaruh Customer Value Dan Customer Experience Terhadap Purchase Intentiondan Terhadap Customer Satisfaction (Study Pada Pelanggan Produk Fashion di E-Commerce Shopee). Jurnal Ilmiah MEA (Manajemen, Ekonomi, Dan Akuntansi), 8(1), 339–352.

Novita, I., & Mardian, I. (2022). Pengaruh Customer Relationship Manajemen Terhadap Loyalitas Konsumen. Jurnal Dimensi, 11(1), 1–11.

Nuseir, M. T., El Refae, G. A., Aljumah, A., Alshurideh, M., Urabi, S., & Kurdi, B. Al. (2023). Digital Marketing Strategies and the Impact on Customer Experience: A Systematic Review. Studies in Computational Intelligence, 1056(February), 21–44.

Onassis, S., Utama, T., & Sutarno. (2024). Pengaruh Customer Relationship Management (CRM) Terhadap Keputusan Pembelian. Journal of Trends Economics and Accounting Research, 4(3), 647–653.

Payne, A., & Frow, P. (2004). The role of multichannel integration in customer relationship management. Industrial Marketing Management, 33(6), 527–538.

Pei, X. L., Guo, J. N., Wu, T. J., Zhou, W. X., & Yeh, S. P. (2020). Does the effect of customer experience on customer satisfaction create a sustainable competitive advantage? A comparative study of different shopping situations. Sustainability (Switzerland), 12(18), 1–19.

Putri, D. R. (2021). Digital Marketing Strategy to Increase Brand Awareness and Customer Purchase Intention (Case Study: Ailesh Green Consulting). European Journal of Business and Management Research, 6(5), 87–93.

Putri, Y., Akhmad, I., & Diane Binangkit, I. (2023). Pengaruh Brand Image, Celebrity Endorsement, Dan Perceived Quality Terhadap Purchase Intention Produk N Produk Skincare the Originote. SNEBA, Prosiding Seminar Nasional Ekonomi, Bisnis & Akuntansi, 3, 1097–1111.

Rachen, A. F., & Widyatama, U. (2025). Peran Digital Intuitive dalam Meningkatkan Customer Experience. February, 0–8.

Ratag, E. Y., Putro, A. J. W., & Memarista, G. (2022). Pengaruh Instagram Sebagai Social Media Advertising Dan Customer Experience Terhadap Purchase Intention Dengan Customer Trust Sebagai Intervening Variable Pada Produk Skincare Innisfree Di Kota Surabaya. Jurnal Ilmiah Mahasiswa Manajemen, 11(2), 161–173.

Saktiawan, B., Permatasari, H. I., & Wulandari, T. R. (2023). The influence of brand image on purchase intention in social commerce TikTok Shop: The role of trust Bimo. Sebelas Maret Business Review, 8(1), 44–67.

Sembiring, E. E., Rini, E. S., & Situmorang, S. H. (2023). Pengaruh Pemasaran Media Sosial dan Pengalaman Konsumen Terhadap Intensi Pembelian dengan Mediasi Keterlibatan Konsumen Menggunakan Aplikasi Grab Food dan Go Food Delivery. Al Qalam: Jurnal Ilmiah Keagamaan Dan Kemasyarakatan, 17(3), 1631.

Septian, B. P., & Handaruwati, I. (2021). Pengaruh Customer Experience Terhadap Kepuasan Konsumen Produk Kuliner Lokal Soto Mbok Geger Pedan Klaten. Jurnal Bisnisman: Riset Bisnis Dan Manajemen, 3(2), 16–33.

Simbolon, F. P., & Law, V. (2022). Social Media Marketing through Instagram and Repurchase Intention: The Mediating Role of Customer Engagement. Binus Business Review, 13(3), 223−232.

Siregar, A. I. (2024). Digital Marketing dalam Menghadapi Persaingan Bisnis di Era Digital: Kajian Konseptual. 24(3), 2921–2930.

Sreen, N., Purbey, S. and Sadarangani, P. (2018) 'Impact of culture, behavior and gender on green purchase intention', Journal of Retailing and Consumer Services, 41(July 2017), pp. 177–189. doi: 10.1016/j.jretconser.2017.12.002.

Suharto, S., & Yuliansyah, Y. (2023). The Influence of Customer Relationship Management And Customer Experience On Customer Satisfaction. IJBE (Integrated Journal of Business and Economics), 7(1), 403–417.

Tariq, E., Alshurideh, M., Akour, I., & Al-Hawary, S. (2022). The effect of digital marketing capabilities on organizational ambidexterity of the information technology sector. International Journal of Data and Network Science, 6(2), 401–408.

Urbański, M., & Ul Haque, A. (2020). Are you environmentally conscious enough to differentiate between greenwashed and sustainable items? A global consumers perspective. Sustainability (Switzerland), 12(5), 1–25.

Viddiastuti, E. A. N., & Winowatan, J. P. A. (2024). Penerapan Digital Marketing Dalam Meningkatkan Penjualan Produk Fabil Natural. Jurnal Manuhara: Pusat Penelitian Ilmu Manajemen Dan Bisnis, 2(2), 160–173.

Vidiati, C. (2025). Digital Marketing Implementation to Improve Customer Value Creation: A Case Study in The Indonesian E- Commerce Industry. 5(1), 588–603.

Wasiat, F. A. I., & Bertuah, E. (2022). Pengaruh Digital Marketing, Social Media Influencer Terhadap Niat Beli Produk Fashion Pada Generasi Milenial Melalui Customer Online Review di Instagram. SINOMIKA Journal: Publikasi Ilmiah Bidang Ekonomi Dan Akuntansi, 1(3), 513–532.

Yacub, R., & Mustajab, W. (2020). Analisis Pengaruh Pemasaran Digital (Digital Marketing) Terhadap Brand Awareness Pada E-Commerce. Jurnal MANAJERIAL, 19(2), 198–209.

Yunus, M., Saputra, J., & Muhammad, Z. (2022). Digital marketing, online trust and online purchase intention of e-commerce customers: Mediating the role of customer relationship management. International Journal of Data and Network Science, 6(3), 935–944.

Zahida, H., Febrilia, I., & Rahmi. (2023). Pengaruh Customer Relationship Management (CRM) terhadap Customer Loyalty dengan Customer Satisfaction sebagai Variabel Intervening. Jurnal Pemasaran Kompetitif, 7(1), 71–80.