

From Transactional to Partnership: The Strategic Role of "Rembug Pawon" in CRM Implementation for Customer Loyalty in Koperasi Sridonoretno

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Abstract. The growth of the Indonesian coffee industry has seen increased competition among business actors, including farmer cooperatives that play a strategic role in the agribusiness supply chain. Koperasi sridonoretno faces challenges in maintaining customer loyalty and increasing product value amidst intense market competition and volatile coffee prices. This study aims to analyze the strategic role of the "Rembug Pawon" forum in implementing Customer Relationship Management (CRM) to strengthen customer loyalty and relationships at the Sridonoretno Cooperative. A qualitative descriptive approach was used through observations and in-depth interviews with the cooperative's chairman and members. Data were then analyzed using the IDIC (Identify, Differentiate, Interact, Customize) Model. The research findings indicate that Rembug Pawon serves as an interactive and collaborative platform between the cooperative, farmers, and customers, and plays a crucial role in transforming relationships from transactional to partnership-based. Through this forum, the cooperative identifies key customers, differentiates services according to their needs, maintains intensive interactions, and customizes products based on customer preferences. The implementation of community-based CRM through Rembug Pawon has proven effective in fostering sustainable partnerships and building emotional strength from customers based on trust and loyalty. These results indicate that a community-oriented CRM strategy can strengthen customer relationships and increase cooperative competitiveness in the dynamic coffee industry.

Keywords: Cooperative; Customer Loyalty; Customer Relationship Management; IDIC Model; Rembug Pawon.

1. INTRODUCTION

The coffee industry in Indonesia is experiencing rapid development, marked by the increasing number of coffee shops and local coffee brands that are starting to appear with various innovative products (Martanto et al., 2024). This development is what ultimately creates tighter competition in the coffee business (Arief et al., 2025). The existing competition is not only focused on the quality of products offered to consumers, but also on the ability of a business to retain customers and build customer loyalty (Putri et al., 2025). Customer loyalty is a crucial asset because loyal customers tend to make repeat purchases, are less price sensitive, recommend products to others (through positive word of mouth), and ultimately contribute significantly to higher profits and sustainable business development (Kotler & Keller, 2016). Furthermore, the ever-growing competition and changing consumer behavior require business actors to not only focus on sales transactions, but also on how to build and maintain long-term relationships with customers through a structured approach.

In the context of coffee farmer cooperatives, the implementation of Customer Relationship Management (CRM) strategies has not been widely studied. However, cooperatives that are able to build strong relationships with customers have the potential to increase customer loyalty and expand market reach. Sustainable customer relationships are

essential for cooperatives to build trust between consumers and their members. The Sridonoretno Coffee Farmers Cooperative Group in Purwosari Village, Malang Regency, is one such platform built from the collective efforts of farmers to increase the selling value of their coffee harvest. The majority of coffee harvests are not managed properly, resulting in low economic levels for the community. Most of the harvest is sold raw through middlemen at low prices, resulting in low profit margins for farmers. This situation prompted the Sridonoretno Cooperative to implement sound marketing strategies and distribution channels. The cooperative leverages existing buying and selling relationships with customers to build long-term relationships. The Sridonoretno Cooperative established a special forum to gather input and strengthen relationships with customers, not just transactional ones, but sustainable ones.

The gap between potential coffee production and sales has necessitated the Sridonoretno Cooperative's need to develop targeted customer relationship management to create more stable market value. Addressing this issue requires the implementation of CRM. CRM is the process of managing detailed information about each customer and managing all customer touchpoints with the goal of maximizing loyalty and profitability (Kotler & Keller, 2022). CRM can contain data on both new and existing customers, enabling communication and continuous retention and enhancement of customer loyalty (Hardiana & Pramono, 2022). CRM helps identify evolving customer needs and expectations (Ojiva et al., 2024). The implementation of CRM in MSMEs and cooperatives has been shown to increase customer satisfaction and loyalty amidst the competitive coffee business (Azizi & Afnina, 2025). CRM is a business management strategy that helps drive future growth and serves as a relevant long-term investment in entrepreneurship (Guerola et al., 2024). For the Sridonoretno Cooperative, CRM is a bridge to help manage customer data, understand various consumer preferences and design more effective loyalty programs.

Although the benefits of CRM for customer loyalty have been widely recognized, its implementation in the specific context of coffee farmer cooperatives such as the Sridonoretno Cooperative, which has unique characteristics (collective business model, limited technology, and dual role as producer and seller), has not been thoroughly studied. Therefore, this study focuses on strategies for building customer loyalty through CRM as a case study of the Sridonoretno Coffee Farmers Cooperative Group. This study aims to analyze the most relevant and effective CRM strategies, evaluate their impact on customer loyalty, and formulate a strategic recommendation model. The contribution of this research is to provide practical guidance to SDR cooperatives and similar agricultural businesses in using CRM to overcome

marketing challenges, maximize product adoption, and ultimately improve the welfare of member producers.

2. THEORETICAL STUDY

Customer Relationship Management (CRM)

Customer Relationship Management (CRM) is a strategic approach that aims to build, maintain, and leverage long-term relationships with customers or organizational members in order to create shared value. CRM does not merely function as a customer management system, but serves as a strategic framework that integrates organizational strategy, processes, technology, and culture to produce sustainable customer relationships (Payne & Frow, 2005). CRM is not solely a technological system, but a managerial philosophy that places a deep understanding of individual needs as the foundation of interaction, thereby ensuring that services become more relevant and personalized (Peppers & Rogers, 2016).

The CRM approach is aligned with Relationship Marketing Theory introduced which asserts that trust and commitment are two fundamental elements in establishing long-term relationships between organizations and customers. The higher the trust and commitment, the stronger the customer loyalty that is developed (Morgan & Hunt, 1994). Analytical CRM aims to utilize customer data to understand behaviors, predict needs, and implement more personalized services. Meanwhile, Collaborative CRM emphasizes the importance of inter-unit coordination and active two-way communication between the organization and its customers (Li et al., 2023). Recent studies affirm that *Customer Relationship Management* (CRM) plays a crucial role in building customer and member loyalty. CRM in service organizations is greatly influenced by the quality of relationships built through consistent interactions, personalized services, and quick responses to customer needs (Al-Bashayreh et al., 2022).

Furthermore, the effectiveness of CRM also depends on an organization's ability to manage and utilize data. (Li et al., 2023) emphasized that high-quality data and customer behavior analysis enable organizations to implement targeted service personalization, thereby increasing emotional closeness and customer satisfaction. In the context of community-based organizations such as cooperatives, (Anggara & Pribadi, 2024) found that participatory social interaction forums can function as an effective non-technological form of CRM because they strengthen the sense of belonging, collective engagement, and long-term loyalty among members. Therefore, research findings indicate that CRM does not rely solely on technological systems, but also on the quality of interpersonal relationships and community mechanisms that facilitate social interaction and emotional closeness.

CRM Based on the IDIC Model

The IDIC model (Identify, Differentiate, Interact, Customize) developed by Peppers and Rogers (2016) emphasizes the importance of recognizing customers, differentiating their needs, building interactions, and providing personalized service customization. According to Colebrook et al. (2022), this model is process- and information-oriented and serves as an important conceptual foundation in the development of modern CRM ontology. The implementation of the IDIC model helps organizations understand customer behavior and build sustainable relationships through data-driven and digitally supported approaches.

The IDIC model (Identify, Differentiate, Interact, Customize) developed by Peppers and Rogers (2016) is one of the main conceptual frameworks in Customer Relationship Management (CRM) that focuses on process and information orientation. According to Colebrook et al. (2022), this model plays an essential role in helping organizations understand customer expectations and enhance relationship value through systematic and data-based approaches.

The first stage, Identify, emphasizes the importance of identifying individual customers by collecting detailed information about their characteristics, behaviors, and needs. The second stage, Differentiate, aims to classify customers based on their strategic value, profitability, and level of need for the company. The third stage, Interact, requires companies to establish effective and continuous communication through multiple channels to build trust and emotional closeness. The final stage, Customize, encourages organizations to tailor products, services, and customer experiences personally to match each individual's preferences and expectations.

In the study by Colebrook et al. (2022), these four stages of the IDIC model are integrated into the CURIE-O (Customer Relationship, Intelligence, and Experiences Ontology) CRM ontology model as the foundation for developing adaptive CRM systems in digital contexts. Through this integration, the IDIC model strengthens the conceptual understanding of how organizations can create sustainable, experience-based customer relationships supported by customer intelligence (Fernández-Cejas et al., 2022).

Community-Based Strategy

The community-based Customer Relationship Management (CRM) strategy is an approach that places the community at the center of sustainable customer relationship development. In this approach, customers and community members are not merely recipients of benefits but also active participants in the process of value co-creation, which is grounded in collaboration, participation, and social engagement (Garbani-Nerini et al., 2022). The

relationship between organizations and communities is built through two-way communication, consistent interaction, and the establishment of mutually beneficial trust (Samad et al., 2024).

Community-based CRM strategies are highly relevant in the context of community-based tourism (CBT), where digital technology serves as the main driver in strengthening relationships between homestay operators and tourists. The adoption of technology enables community-based entrepreneurs to expand their customer networks, enhance destination visibility, and create more personalized relationships through continuous digital interactions (Samad et al., 2024). Thus, CRM not only focuses on transaction management but also serves as a tool for community empowerment to strengthen local identity, trust, and tourist loyalty (Garbani-Nerini et al., 2022).

Meanwhile, community-based CRM strategies require the integration of customer data and collaboration among local stakeholders to support effective decision-making. In the context of tourism destinations, collaboration among local communities, tourism organizations, and government institutions allows the creation of a more inclusive and socially driven customer information system (Garbani-Nerini et al., 2022). This approach enables Destination Management Organizations (DMOs) to build relationships oriented toward social sustainability and to improve community-based marketing performance (Samad et al., 2024).

Therefore, the community-based CRM strategy plays a crucial role in strengthening customer relationships, enhancing tourist loyalty, and promoting the socio-economic sustainability of local communities in the digital era.

Customer loyalty

Customer loyalty is one of the primary indicators of marketing strategy success, as it reflects customers' tendency to repeatedly choose specific products, services, or organizations and provide positive support, such as recommending them to others. Loyalty is reflected not only through purchase frequency but also through customer satisfaction, trust, and emotional attachment to the organization. Oliver (1999) explained that loyalty develops gradually, starting from initial satisfaction and progressing to long-term commitment, where customers perceive a meaningful relationship with the brand or organization. In both digital businesses and cooperatives, customer loyalty serves as a strategic factor that helps organizations maintain revenue, reduce marketing costs, and enhance positive advocacy through customer recommendations.

Service quality and perceived customer value are the main factors in building customer loyalty, particularly in the context of the banking industry. The research findings indicate that improvements in perceived value and service quality significantly enhance customer

satisfaction and loyalty, both directly and through the mediating effect of satisfaction. Customers who perceive superior value and service tend to demonstrate loyal behaviors, such as engaging in repeat transactions and maintaining long-term relationships with the company. This finding underscores that organizations should focus on creating meaningful value for customers rather than merely completing transactions, in order to sustain loyalty amid digital transformation and increasingly intense competition (Purwani et al., 2025)

Moreover, in the digital context, customer trust and electronic service quality (e-service quality) are crucial factors. Digital trust (e-trust) and the quality of electronic services have a positive impact on customer satisfaction, which in turn fosters the formation of digital loyalty. Customers who feel safe, valued, and consistently experience positive interactions tend to continue using the same platform and recommend it to others. These findings highlight the importance of trust and customer experience as the main foundation for building loyalty within the digital ecosystem (Kuska et al., 2024).

In addition, customer satisfaction serves as a mediator between service quality and loyalty. Satisfaction creates positive experiences that strengthen customers' emotional attachment to the platform, thereby encouraging repeat purchases and word-of-mouth promotion. These results emphasize the importance of ensuring consistency and customer satisfaction as key strategies for developing long-term loyalty (Tanlim & Ruslim, 2024).

Overall, the latest literature review shows that customer loyalty is formed through a combination of service quality, perceived value, satisfaction, trust, and consistent positive experiences. Organizations aiming to enhance loyalty cannot rely solely on offering products or services; they must cultivate strong relationships, create added value, and ensure customers feel valued and trusted. This approach is relevant in conventional businesses, digital platforms, and cooperatives, where long-term relationships and positive customer experiences are key to success.

Integration of CRM, Community Strategy, and Customer Loyalty

Customer loyalty is a strategic factor in organizational success, as it reflects customers' attachment to specific products, services, or organizations. Loyalty is demonstrated not only through repeat purchases but also through positive advocacy, such as recommending the organization to others. Loyalty is not merely transactional; it also encompasses psychological and social aspects, including customer satisfaction, trust, and emotional attachment. Oliver (1999) stated that loyalty develops gradually, beginning with initial satisfaction and progressing to long-term commitment, where customers perceive a meaningful relationship with the organization or brand.

In the context of customer relationship management, the implementation of Customer Relationship Management (CRM) has proven to be a primary mechanism for building loyalty. CRM involves not only information technology and customer data management but also strategic processes to personalize services, enhance communication, and consistently manage customer experiences. CRM strategies, including customer segmentation, personalized services, and multichannel communication, significantly increase both loyalty and customer satisfaction. These findings indicate that effective CRM establishes an operational foundation that allows organizations to understand customer needs more deeply and cultivate long-term relationships (Suci & Novari, 2023)

Community-based strategies play an important role in strengthening customer relationships through social and emotional engagement. This study emphasizes that customer engagement within online brand communities significantly influences the willingness to co-create, brand loyalty, and the spread of positive word-of-mouth. Consumers' identification with online brand communities (OBC) and their trust in the brand are proven to be key factors in building long-term relationships between brands and customers. Online communities provide a space for customers to interact, share experiences, and create shared value that enhances the effects of Customer Relationship Management (CRM). Thus, integrating community strategies into CRM implementation helps organizations transform customer relationships from transactional to more relational and emotional ones (Martínez-López et al., 2021).

The integration of CRM and community strategies has been shown to have a synergistic effect on customer loyalty. (Wongsuphasawat & Buatama, 2019), in their study on community relationship management, found that managing community relationships fosters customer engagement, which in turn enhances brand trust and loyalty. These findings highlight that a broad interpretation of CRM—including community management—helps build emotional attachment, trust, and customer commitment, making loyalty more stable and sustainable.

In practice, the integration of CRM and community strategies is highly relevant for member-based organizations, such as cooperatives. For instance, community forums like “Rembug Pawon” at Koperasi Sridonoretno allow members not only to conduct transactions but also to build social relationships, share experiences, and participate in decision-making. Consequently, member loyalty is determined not only by repeat transactions but also by emotional attachment and active participation in the community.

Overall, this literature review indicates that to build sustainable customer loyalty, organizations need to integrate well-structured CRM with community strategies that enhance social and emotional engagement. This holistic approach fosters loyalty that is not merely

transactional but also partnership-based, long-term, and consistently positive in terms of customer experience. Such integration is particularly relevant for organizations seeking to shift from a transactional approach to a strategic partnership with their customers.

3. RESEARCH METHODS

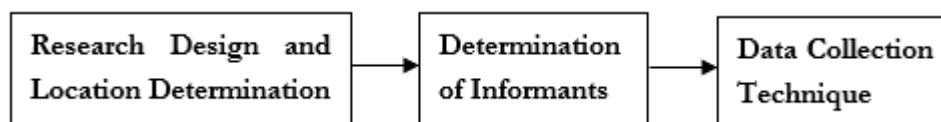


Figure 1. Research Flow.

The research employed a descriptive qualitative design to explain phenomena based on real-life contexts without manipulation of variables. This qualitative approach allowed for information to be obtained through direct observation and in-depth interviews regarding the strategies, practices, and perceptions related to Customer Relationship Management (CRM) implemented by the Sridonoretno Coffee Farmers Cooperative. The study was conducted at the Sridonoretno Cooperative, located in Purwosari Village, Malang Regency, East Java, which was purposively selected due to its active implementation of CRM strategies in strengthening farmer–customer relationships. The choice of location also considered the cooperative’s reputation in managing sustainable coffee business practices and maintaining member loyalty. The location was also based on the cooperative's need for knowledge about CRM implementation to maintain long-term and sustainable relationships with consumers.

Informants were selected purposively, targeting individuals with relevant knowledge and involvement in CRM implementation. Key informants included the cooperative chairman, administrative staff, and member farmers who directly involved in production activities and customer relationship management. The criteria for selection were based on their experience, role, and contribution to cooperative operations, particularly in the area of customer engagement and service delivery. Data collection was conducted through in-depth interviews to obtain complete and clear information from all previously selected informants. To supplement the information, observations and documentation of activities during the interviews were also conducted. During the interviews were also conducted. Through the interviews and observations, it was hoped that data would be collected and insights into CRM implementation within the Sridonoreto Cooperative could be identified. Any shortcomings could then be developed and strengths maintained.

Data analysis followed the IDIC Model framework—Identify, Differentiate, Engage, and Customize—as proposed by Peppers and Rogers (adapted by Kotler & Keller, 2022). Findings from interviews and observations were mapped to each stage of the IDIC process to evaluate how the cooperative identified customer needs, differentiated services, interacted effectively, and tailored. A model that emphasizes one-to-one marketing to achieve long-term customer loyalty. Data were reduced, presented, and verified to ensure analytical depth the analysis.

4. RESULTS AND DISCUSSION

CRM Implementation Using IDIC Model

The Sridonoretno Cooperative applies the IDIC Model with a local touch and personal connection, considering the scale of its operations as an agribusiness cooperative:

- a. First, in the Identify stage, the Cooperative successfully identified key customers, namely cafes around Malang, who contribute significantly. This identification was largely conducted personally and informally, with data recorded using a simple system. However, field findings indicate that this identification remains transactional; the cooperative records purchases (e.g., the type of coffee bean and its processing), but does not adequately document why customers choose Sridonoretno or their specific taste and roast profile preferences. Research in other coffee businesses shows that in-depth identification is key to accurate segmentation (Khalilullah & Rusyaid, 2025).
- b. Second, in the Differentiate stage, the Sridonoretno Cooperative differentiates its customers into two broad categories: strategic partners (high-volume buyers) and feedback contributors, typically consisting of buyers at campuses, cafes, and churches in the Malang area, and regular buyers (usually ordering less than 5 units). This differentiation refers to availability on demand, price flexibility, and priority access to limited coffee (from different roasters and grinders). This differentiation creates loyalty based on important functional benefits. The challenge is to clarify this differentiation based on potential customer lifetime value, not just immediate volume, to ensure the Cooperative's resources are allocated efficiently.
- c. Third, at the Interact stage, the Cooperative demonstrates extraordinary strengths that go beyond ordinary business interactions. Daily interactions are conducted in person via telephone or social media, ensuring fast and responsive service. However, the most strategic implementation of these interactions is realized through a Community-Based CRM system known as Rembug Pawon.

- d. Fourth, at the Customize stage, the SDR Cooperative has successfully implemented customization at the product level, providing coffee beans with various post-harvest processes (natural, honey, full wash) according to specific consumer requests. This product customization strengthens the Cooperative's Unique Selling Proposition (USP). However, the customization of support services and communications has not yet been fully tailored to the identified profiles and preferences of each customer.

Community-Based CRM: The Role of Rembug Pawon in Loyalty

Rembug Pawon" is a crucial customer interaction and retention strategy that sets Koperasi Sridonoretno apart. This activity is an informal forum that invites coffee entrepreneurs, roasters, and cafe owners from the Malang area to taste, discuss, and even participate in the roasting process together with the cooperative's latest coffee harvest. Rembug Pawon eliminates the formal boundaries between the cooperative and buyers. It invites both sellers (Sridonoretno Cooperative) and buyers to engage in discussions about the type, taste, aroma, and acidity level of coffee in a dialogue that does not prioritize price negotiations. The Sridonoretno Cooperative chose to transform the transactional relationship into a value partnership that effectively became a long-term foundation.

The Sridonoretno Cooperative has succeeded in getting customers to feel actively involved in the process of co-creating coffee quality. The Sridonoretno Cooperative will receive feedback and suggestions from interactions through Rembug Pawon. The recommendations obtained can be applied to the next harvest by adjusting to known consumer preferences. Emotionally, customer engagement creates a stronger social bond that prevents customers from switching and secures the cooperative's position when there are fluctuations in the selling price of coffee. Functionally, Rembug Pawon is a mechanism for receiving updated information to provide technical input to farmers. The cooperative is then able to integrate the input so that it can customize and make continuous quality enhancements.

Rembug Pawon has a double impact on customer loyalty:

- a. Creating Emotional and Social Loyalty: This activity transforms the transactional relationship into a partnership. Customers no longer just buy coffee beans, but also buy into the story, the process, and a sense of belonging to the farming community. Modern research in the coffee industry shows that social experiences and community building are vital for long-term customer retention (Prandika & Novalita, 2025).
- b. Feedback Mechanism and Quality Customization: Rembug Pawon serves as a highly effective Interactive CRM platform. Through this forum, the Cooperative received direct technical input from professionals regarding coffee bean quality, roasting

characteristics, and market trend preferences. This feedback is then integrated by the Cooperative to make continuous quality customization and improvements at the post-harvest level, ensuring that products are always in line with regional market demand.

Social Interaction Approach through CRM

Previous research emphasized that CRM implementation generally focuses on the use of information systems, customer data analysis, and technology-based service personalization (Payne & Frow, 2005) and (Peppers & Rogers, 2016). In this context, CRM is defined as a process supported by technology integration to improve and structure customer relationships. However, the findings of this study reveal that CRM does not always require complex technological systems, especially in small, community-based organizations such as farmer cooperatives.

Rembug Pawon serves as a social interaction medium that replaces technology-based CRM through emotional approaches such as participatory dialogue, informal discussions regarding product quality preferences, and direct customer involvement in the process of co-creating value. This finding aligns with research findings highlighting that social interaction and a sense of community ownership can build stronger loyalty than digital system-based CRM approaches (Anggara & Pribadi, 2024) and (Byrne et al., 2023). Furthermore, it is emphasized that CRM success is influenced by effective data management and customer segmentation. This study supports this perspective, but offers new insights, namely that customer identification and differentiation can be done through social mechanisms and direct dialogue, instead of system-based data analytics (Li et al., 2023) and (Al-Bashayreh et al., 2022).

5. CONCLUSION AND SUGGESTIONS

This study demonstrates that the Sridonoretno Coffee Farmers' Cooperative successfully transformed its customer engagement strategy through the implementation of community-based CRM via the Rembug Pawon forum. This approach emphasizes participation, trust, and interaction embedded in local culture, shifting customer relationships from mere transactions to long-term partnerships focused on co-creating value and fostering emotional attachment.

The Rembug Pawon forum applies the IDIC principles (Identify, Differentiate, Interact, Customize) by identifying customer segments, differentiating loyalty levels, maintaining continuous interaction, and customizing products according to customer preferences. The forum functions as a social-CRM mechanism that integrates economic, social, and cultural

capital, enhancing collective participation, knowledge exchange, emotional engagement, and customer loyalty through co-created value.

Academically, this study expands the understanding of CRM by emphasizing its application in community based cooperatives, showing that social capital, cultural identity, and local communication practices can mediate the relationship between CRM implementation and member loyalty. Practically, the findings highlight the importance of a human-centered strategy that prioritizes empathy, transparency, and shared growth over mere transactional efficiency.

In conclusion, the transformation of CRM into a community based relational framework enhances loyalty, trust, and cooperative competitiveness. The Sridonoretno Cooperative demonstrates that locally adapted CRM practices, which focus on social interaction and collective participation, can generate both economic and social value, providing a replicable model for sustainable relationship marketing in community based enterprises in developing countries.

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