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# **Analysis of Customer Relationship Management Implementation in** Maintaining Customer Loyalty in UMKM Bakpia Ahmad's Family Trenggalek

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### **Abstract**

Bakpia Ahmad's Family is a company engaged in the food production sector. Bakpia in the form of food or cake with the basic ingredients of wheat flour, currently this food is widely known by the public. The emergence of other companies producing the same type of goods encourages the improvement of strategies to face competition and maintain customer loyalty for the continuity of the company's operations. To maintain customer loyalty, a Customer Relationship Management (CRM) strategy is implemented to realize the company's goals. CRM is a strategy used in business to manage and improve the quality of good relationships with customers. Establishing good relations with customers will create trust in the company. This study aims to analyze the implementation of Customer Relationship Management (CRM) in maintaining customer loyalty in Micro, Small and Medium Enterprises (MSMEs). This study uses a qualitative descriptive method with data collection techniques through interviews and observations of UMKM Bakpia Ahmad's Family in the city of Trenggalek. Data were analyzed using data condensation techniques, data presentation, and drawing conclusions. The results of the study show that the implementation of CRM is very important in maintaining customer loyalty to MSMEs. CRM helps MSMEs understand customer needs and preferences, and provides a good and consistent experience. In practice, MSMEs can implement CRM through several stages, namely acquiring new customers, retaining existing customers, and growing the most profitable customers.

Keywords: Customer Relationship Management, Customers, Customer Loyalty, UMKM



### Introduction

In life, the economy is the main pillar to support people's lives. The existence of life welfare goals in the form of fulfilling daily needs, namely clothing, food, shelter and other needs and desires that want to be fulfilled makes people compete in improving their economy. MSMEs have a big role in the economy, especially the country's economy. The existence of MSMEs can encourage development in the economy by creating new jobs so as to reduce the number of unemployment which is an opportunity to increase income in the community and reduce poverty in the country (Kadeni &; Ninik Srijani, 2020). Micro, Small and Medium Enterprises (MSMEs) are businesses established by individuals and business entities by producing goods and services whose business activities are included in the small scope. According to Adi M. Kwartono, MSMEs are people's economic businesses with a maximum capital of Rp. 200,000,000, but land and buildings are not included in the calculation. Meanwhile, according to Law No. 20 of 2008, MSMEs are trading businesses led or managed by individuals and refer to productive economic activities that meet the criteria stipulated in the law. (Aris Ariyanto, et al., 2021)

In the business world, it is inseparable from increasingly competitive competition, where business actors are competing to create strategies to survive in the competition (Yayang Primadona &; Yusep Rafiqi, 2020). Competition is not always a negative thing, in business with competition makes business actors have demands to be able to face the competition so as to support them to improve the quality of their business (Tetty Yuliaty, et al., 2020). That with competition, business actors compete to improve the products and services offered. Strive to be able to meet what is needed by customers with these improvements so that innovation continues to be carried out to provide the best to customers. (Is Susanto, et al)

Bakpia Ahmad's Family is one of the culinary businesses, namely the production of breads, especially breads located in the Trenggalek area. The goods produced are commonly used celebrations and family events with various variants. This business was founded by a housewife named Siti Zubaidah. He used to work in a bakpia manufacturing factory, then established his own business armed with the knowledge gained while working at the factory. In bakpia this business,

marketing is carried out other than word of mouth (word of mouth) also through the catalog contained in the Whatsapp feature. For reservations other than directly to the location of bisa through the Whatsapp application. Production and sales locations are combined into one, where the rear location is dedicated to production, continued the middle room is used for packing and for the front is used for the order of products that are arranged as neatly as possible to be attractive and combined with the cashier to make it easier when customers want to order.

Customer loyalty is an important thing to pay attention to in a business, because it affects the sustainability of the business that is built and developed. According to Makeover in Kaihatu, loyalty is a loyal and consistent attitude to continue buying products or services in the future/in the future (Maya Setiawardani, 2021). Meanwhile. according to Tjiptono, customer loyalty is an attitude of customer commitment to a brand or provider based on positive feelings in buying long-term products (Nur Afrina Siregar &; Hakim Fadillah, 2017). It said loyal customers mean having a commitment to make repeat purchases at the business and not being influenced to switch to products and services offered by other companies. In increasing and maintaining customer loyalty is certainly not an easy thing, business actors need to make plans to realize this. In addition to planning, another thing that is needed is a strategy deal with competitors, because competition can also be an inhibiting factor in maintaining customer loyalty.

Bakpia Ahmad's Family business is certainly not easy in maintaining customer loyalty, especially from the beginning of starting business completely from scratch. So that Bakpia Ahmad's Family implements Customer Relationship Management in order to maintain customer loyalty. Customer Relationship Management (CRM) is a strategy that focuses on building and relationships with maintaining customers, with this strategy can later create customer loyalty not only valuable in its business products but also in its company (Sigiarto Montana & Muwasiq Mochamad Noor, 2010). Customer Relationship Management is a means of continuous relationship between the business / company and customers. With the application of CRM, companies can understand what customers want and need so that companies are more focused

in running their business in the future, they can be about marketing, sales and service processes. CRM can make it easy for companies to provide information about their products/services so that customers feel enough information about these products/services that will make customers feel satisfied so that it can trigger loyalty because they have put a sense of trust in a business. (Abdul Rahmad Ariga, et al., 2018)

### LITERATURE REVIEW

Customer Relationsip Management (CRM)

According to Brown quoted by Alma, stating Customer Relationship Management (CRM) is a strategy to acquire, maintain and expand relationships with the most profitable customers (Suryani, 2021). Meanwhile, according to Kotler &; Keller, Customer Relationship Management is a method used to obtain detailed and overall information about customer habits and needs in order to increase customer loyalty (Ovi Hamidah Sari, et al., 2021). CRM can be tied as a strategy used to establish good relationships with customers, namely providing services and fulfilling according to customer wishes and creating a bond or point where customers feel satisfied and

believe in the business. CRM is a form of activity carried out by companies in maintaining customer loyalty. In the process, unidirectional communication is needed, namely receiving and providing the information needed (Andriasan Sudarsono, et al., 2020).

Here are some CRM objectives: (Rusmanto, 2020)

#### 1. **Increase Customer Satisfaction**

With the of emergence satisfaction by customers, it can trigger customers to join in attracting other customers to join so that they can also enjoy the sense of satisfaction that is felt. The withdrawal of other customers by these customers is usually done by word of mouth, it is also said to be a marketing strategy.

#### 2. **Expanding Customer Base**

This can improve customer relationships or further enlarge the management of increasing customers

#### 3 **Increase Company Sales**

For the relationship that has been established, of course, there will be more interactions and sales agreements that occur with customers. So that the increasing deal will also increase sales at the company.

#### 4. **Increase Labor Productivity**

With information about customers, it can be used as a reference or material for improvement regarding service and workforce performance so that in the future there will continue to be improvements until labor productivity increases.

The construction of CRM is often used in meeting customer satisfaction customer satisfaction because motivate the company to continue to grow and continue to provide the best. CRM strategies meet customer satisfaction by understanding customer needs. In general, the CRM process combines humans and technology, but in fact it must also be balanced not only focusing or tending to technology but also other things that trigger the establishment of good relationships with customers.

Stages in CRM: (Erna Setijani, et al., 2019)

#### Identification a)

Companies identifying who a profitable customer is can be such as by knowing the address or how the customer wants to provide information or contact pearson.

#### b) Differentiation

That is, companies can make adjustments by dividing customers according to behavior, demographics and customer expectations which later have the potential to help companies in dividing / grouping customers.

#### c) Interaction

Make plans on how to interact that leads to customer loyalty. When interactions often occur, they know each other so that customers are reluctant to move to competing companies because they already feel comfortable with the previous company and are reluctant to start interactions or relationships with new companies / competitors.

### Customer

Customers are consumers who make purchases of products and service users and are done repeatedly because of creation of satisfaction and fulfillment of what the customer wants and needs (Didin Fatihudin &; Anang Firmansyah, 2019).

Some customer definitions according to Gasperz: (Eko Sudarmanto, et al., 2022)

a) Customers are not people who depend on us, but we who depend on them.



- b) Customers are the source of our desires.
- c) Nothing beats the customer in an argument.
- d) The customer is a very important person in the company and who cannot be written off.

According to Jubelio, in general, there are 3 types of customers, namely: (Agung Nugroho, et al., 2022)

- a. External customers. namely who customers use the offered products/services bv the company and are end customers.
- b. Internal customers. namely customers with the same background from the scope of business / business so that later the products / services purchased will be resold and when this happens can be considered a cooperation in business.
- c. Intermediate customers, namely customers who become intermediaries can be individuals or groups from the scope of business.

A customer is someone who makes continuous or repeated transactions in the same business for the fulfillment of his wishes. The importance of understanding and recognizing customers in business, because that the product carries out its operational activities based on consumers so that customers have an important role in measuring satisfaction regarding the services provided by the company.

### **Customer Loyalty**

Linguistically, loyalty is defined as loyalty, namely the loyalty of a person / customer to an object. Loyal customers feel satisfied with what is offered and feel that what is needed and desired has been obtained at the brand so that it will not be distracted by other brands. According to Hurriyati, customer loyalty is a strong commitment from customers to make repeated purchases of selected products or services consistently in the future, although factors such as marketing situations and actions can influence their behavior (Dedek Kurniawan, et al., 2020).

Here are the main benefits of customer loyalty: (Junaedi, 2019)

- 1) Increase purchases by customers
- 2) Reduce costs that are often incurred by business places / companies to serve customers
- Promotes good word-of-mouth 3) communication

#### 4) Beneficial on employee retention.

At an increasingly high level of competition, customer loyalty can be key in business growth. Companies with high customer loyalty tend to experience faster business growth than companies with low loyalty because customer loyalty goes hand in hand with company sustainability (Soegeng Wahyoedi &; Saparso, 2019). Customer loyalty can mean that customers make regular purchases at certain companies. Customers tend to be able to resist and not be interested in the existence of competing companies. This is in line with when customers know the shortcomings or weaknesses of the company will notify SO that the company can make improvements and continue to be able to provide what customers want. loyalty is Customers whose very beneficial for the company because when they feel satisfied and trust in the will company, thev attract new customers.

Small and Medium Enterprises (MSMEs) According to Rudjito, MSMEs are businesses that have an important role in helping strengthen the Indonesian economy. This is because MSMEs help form new jobs and increase the country's foreign exchange through corporate taxes. MSMEs can also be interpreted as a trading business that offers products and services managed by individuals and business entities on a small scale (micro) but has an important role in the country's economy (Aris Ariyanto, et al). The presence of MSMEs greatly helps the government in expanding employment opportunities so that it can reduce the unemployment rate. MSMEs are intended to meet the demands and needs of the community, this is similar to the of **MSMEs** existence that were established primarily to provide welfare to the community (Amruddin, et al., 2022). MSMEs are one of the sectors in the development of the world. It is known that MSMEs have an important role in improving the country's economy so that it affects the welfare of the people. It is known that the number of MSMEs is more than the number of Large Business units, which is 10,000: 5,000. MSMEs are productive businesses owned by individuals or business entities, in their activities tend to be engaged in **MSME** trade. Each has its own characteristics and characters so that in its development it also has various strategies. (Kurnia Cahya Lestari &; Arni Muarifahmri, 2020)

#### a) Advantages of MSMEs



Especially for business actors have freedom in acting and making decisions because there is no bond with other parties. Furthermore, business actors have a direct descending role in running a business that is adapted to the local area so that the surrounding potential can be used optimally.

#### b) Disadvantages of MSMEs

Shortages in MSMEs, especially in business development, are triggered by lack of capital. In addition, because the effort is not too big so that when recruiting employees the salary offered is also not too large, it triggers difficulties in getting employees.

Features in MSMEs: (Novie Noordiana &; Wilsna Rupilu, 2019)

- 1. The goods can change, in MSMEs the number of goods produced is not too much. So it is possible to change the type in production and in adding variants.
- 2. The location can move, business entity licenses owned by MSMEs are known not to include land and buildings. So that business actors can move locations that can also be adjusted to the potential of their place.
- 3. Most do not vet have organizational administration.

### **RESEARCH METHODS**

The type of research used is descriptive research with a qualitative approach, which is in the form of a description of the object that has been studied using various points of view and by describing the object of research, revealing the meaning of a phenomenon, and explaining the phenomenon (I Made Laut Mertha Jaya, 2020). This type of descriptive research is very appropriate to be used in describing the problem being studied naturally and as it is. (Marisi Butarbutar, et al., 2022)

For the location chosen by researchers in Gembleb Village, Pogalan District, Trenggalek Regency. The data collection techniques carried out are interviews with business owners and emplovees. observation and documentation. Documentation is carried out in between interviews and during production activities. Technical data analysis is generally carried out after the data collection process is complete, which is in the form of studying research data which then makes it easier to understand the results of the research. In this study, the technical analysis used is data condensation in the form of a process of refining the data that has been collected to focus more on

choosing so that the data is more centralized with the problems raised (Feny Rita Riantika, et al., 2022). The presentation of data (display data) is intended to make it easier to understand research data, and draw conclusions (verification) which is the final result at the data collection stage supported by strong evidence to strengthen the results of the study. (Ambar Sri Lestari, 2020)

### **RESULTS AND DISCUSSION**

#### 1. **Acquiring New Customers**

UMKM Bakpia Ahmad's Family established to channel the was experience gained by business owners and aimed at improving the economy of their families. According to the company, loyalty is an important part of business, so the implementation of CRM is considered appropriate to maintain customer loyalty. The implementation of CRM begins with finding new customers, promotions. which is done with Promotion is the main path to business success, as stated in Tjiptono's opinion which states that promotional factors determine marketing success (Erny Amrianiasmin, el al., 2021). In general, promotion is considered an important activity that is used to influence people to be interested in the products / services offered. Many techniques and types of promotions that can be used by business actors are tailored to their business so that promotion and business activities are aligned so that they can provide maximum results. According to Swastha, promotion can be interpreted as a form of information flow used to influence a person or organization to take actions that can create exchanges in marketing (Roky Apriansyah, 2018). Meanwhile. according Agus to Hermawan, promotion is one of the main elements in marketing activities that aims to notify consumers that the company has launched an attractive new product and encourage them to make a purchase. (Remart Ricards Duan, et al., 2019)

In this effort, the first promotion carried out is word of mouth. According to Kotler and Keller, marketing through the word-of-mouth method is a form of marketing carried out through oral, electronic written. or media communication, which is based on experiences experienced by consumers (Apryan Fajar Gumelar, et al., 2023). Meanwhile, Poerwanto and Zakaria said that word of mouth marketing communication is the only way of promotion that involves customers as messengers to other customers and is



intended for the benefit of customers (Rusman Latief, 2018). WOD can be said to be a reliable type of communication because it comes from the personal experience of customers who have used the company's products or services and are satisfied, as well as information provided by customers to other people or potential new customers in the form of experiences related to the use of products that have been purchased or be said by can providing recommendations to potential new customers. According to Kotler there are two main advantages in using word of mouth promotion. First, the message conveyed orally is more trustworthy. Second, word of mouth requires cheaper costs (Kiki Joesyiana, 2018). Since the implementation of promotion with WOD at the beginning of the establishment of this business, it is known that at first the business was only known by the local community became known to many wider circles. Another thing is the progress of increasing both from customers and the number of orders.

Other promotions are also carried out, namely participating in several activities such as exhibitions, bazaars and through social media, namely the Whatsapp application which can be used in introducing products so that it is known by many people. This is in line with one of the theories put forward by Dr. Ravi Kalakota, acquiring new customers is a step taken by introducing the company and its products, attracting the attention of new through assessing the customers benefits of products and services, emphasizing innovation and convenience because customer satisfaction is an important value of a product or service (I Kadek Dwi Gandika Supartha, 2022). In addition to aiming to introduce products. it is also one of the stages that can be used in building good relationships with customers.

New customers can generally be obtained by the company at any time, but it is more likely in the months when there is a celebration event because the product is more widely used for celebration or family events. CRM implementation is designed with the target to be achieved, in this business the owner targets to get customers not only around the city but also outside the city and currently there are several out-oftown customers namely Tulungagung and Ponorogo. Hooking new customers is not an easy thing, financing is needed for things done. With the that are

implementation of CRM, in hooking new customers so far more efficiently carried out in accordance with the theory conveyed by Ratnasari, that according to research retaining customers is more cost-efficient than finding new customers. The cost of acquiring one new customer is estimated to be five times greater than retaining one existing customer. (Ayu Wulandary, et al., 2020)

#### 2. **Retaining Old Customers**

When a business has customers, the next stage in the CRM strategy is applied to manage how to customers loyal or how the company takes care of existing customers. The implementation of CRM is carried out in the form of maintaining trust and service provided to customers. According to Leninkumar, customer trust can be explained as a form of thought, feeling, emotion, or behavior that is seen when the customer feels confident that the service provider will be able to be counted on to act with their best interests when the customer exerts control over the situation (Trifena Revangelista Mambu, et al., 2021). While according to Mayer el. al ktrust is a person's willingness to respond to the of others based actions on expectation that the person will perform important actions against the party who trusts them, without requiring the ability to supervise and control the person (David Wong, 2017). In a business, trust for becomes the foundation long-term sustainability and relationships with customers. The emergence of trust by customers affects the company's efforts in retaining customers in accordance with opinions of Norhermaya and Soesanto, saying that one strategy to attract and retain customers is to build trust in them. (Kevin Putra Mahendra &: Ratih Indriyani, 2018)

Service is certainly not something that can be considered easy, to be able to provide good service there needs to be a broad understanding in order to foster a sense of satisfaction and comfort in customers. The satisfaction that arises is certainly based on certain factors. According to Tri Ratnasari, customer satisfaction can be influenced by factors such as product quality, price, service quality, trust and cost (Kasinem, 2020). The bakpia business prioritizes customer friendliness and comfort in serving both in person and online. Online (Whatsapp) companies use whatsapp business features and use automated messaging when customers send



messages. Automatic messages in the form of thank you notes and product lists and prices, then they will offer assistance to customers if there are problems or confusion in determining orders or delivery. After working hours, the owner checks the chat column. This is intended to monitor the service received by customers. Likewise during direct service, sometimes the owner is near the cashier to monitor. So that the selection of candidates for employees is not ignored in the company, the owner sorts out candidates who are diligent and have the desire to continue learning. The compilation that has been implemented has an effect on customer loyalty to date, but the owner certainly does not feel satisfied with continuing to improve service and not neglecting to assist and check. According to Tjipjono, service quality refers to the desired level of excellence and the ability to control the level of excellence to meet consumer expectations, so in that case the owner aims to maintain and improve the quality of service so that the company is in accordance with customer expectations. (Ristya Widi Endah Yani, et al., 2021)

According to Thogersen, et al, complaining is an action aimed at responding dissatisfaction with to

products and services with a solutionoriented (Aniesa Samira Bafadhal, 2022). When there are complaints or complaints about orders received, the company tries to be fast and responsive in overcoming the problem. The first thing to do is to try to listen to the complaints filed, then offer a form of settlement without harming either party. With this form of settlement, you can still maintain good relations with customers.

Maintaining customer loyalty is certainly not an easy thing to do, but the company tries as much as possible to understand and understand the wants. needs, and behavior of customers. In its implementation, CRM strategy is pursued form of establishing as relationships with customers. Where this has an impact on the emergence of customer loyalty and company sustainability, in line with Fihartini's opinion which states that the number of loyal customers is a sign of the success of a company (Supertini, et al., 2020). Service is one of the factors used in maintaining good relations with these customers. When the implementation of service is appropriate and successful, it certainly affects the company's goals in maintaining customer loyalty. This is in accordance with one of the main

components that can affect the success of CRM implementation according to Ginafo in Fadly and Wantoro, namely human resources are employees who run the program, which is one of the main components. Companies must consider several factors such as procedures, corporate culture. organizational structure, and individual roles and responsibilities of employees in order to ensure their performance in running the CRM program optimally. (Sri Scholar, 2022)

### 3. **Growing the Most Profitable Customers**

In a business that already has customers, the next step is to grow the most profitable customers. In accordance with one of the customer classifications according to Kolter, that the first group consists of profitable customers (Most Profitable Customers / MPC) requires proper full attention (Zaid, 2021). With the existence of profitable customers, in addition to being able to maintain long-term relationships, it can also encourage increased profits in the company. Profitable customers can be known through the history of how often and how many customers make product With purchases. special service. customers feel they get special attention and treatment. It is implemented to get profitable customers by providing discounts and some attractive bonuses. In addition, cashback is also given for purchasing more than 500 pcs of products. According to Tjiptono, discounts are discounts given by sellers to buyers as a form of appreciation for certain activities from buyers that are pleasant to sellers (Hadion Wijoyo, et al., 2021). Meanwhile, according to Kotler quoted by Molan, stated that the discount is a reduction in the price of goods stated directly at the time of purchase for a certain period of time (Sri Isfantin Puji Lestari, 2018). By giving discounts, it becomes an attractive thing customers because they feel they get special prices so that they can lead to more profitable relationships. In line with the opinion (Rewolg in Mariana, 2009: 54) that the factors that influence the provision of discounts are to retain buyers, provide special benefits for customers who often subscribe, provide economic value to the community, change discount policies, and encourage buvers to make large purchases (Sabaruddin Chaniago, et al., 2022). Intense interaction is also applied in cultivating profitable customers, i.e. establishing closer relationships or more special relationships with customers. The

establishment of good relationships can be an influence for customers to make more profitable transactions with the company.

In direct service at the store, the owner provides testimonials for customers who come so that they can know the taste of the product and do not hesitate to make a purchase and in accordance with the opinion of Kotler & Keller, that one of the sales promotion tools in the form of sampling is a marketing strategy that involves giving products for free to consumers to try so that they are interested in buying again in the future (Kusuma Wijaya, et al., 2022). In the Whatsapp feature used, there is a catalog that contains pictures of the types of products and their prices completely. The catalog becomes information for customers so that customers can know about the company and can be used as a consideration in purchasing.

The onset of boredom is natural and must exist in an effort. In this effort in response to this by uprage the product, namely adding types and variants of flavors. Trying to understand and receive desire input suggestions, such as things that have happened, customers feel bored or want the latest product presented, then the input is accepted and considered, and until now the products offered have increased. In addition, customer comfort is one of the factors triggering customer loyalty so that the company also uprages little by little in the business premises that are built to be more spacious and neat so that when making direct purchases customers feel more free and comfortable. Customers can also see the manufacturing process directly which can increase confidence in the business.

According to Kuncoro, competition occurs when organizations or individuals compete to achieve desired goals, such as gaining consumers, market share, survey rankings, or needed resources (Luh Gede Putri Kusuma Pekerti. 2022). The existence competition in business can trigger customers to switch to other companies, in this case product quality is important to maintain. To maintain product quality, the company chooses suppliers with the best materials and in accordance with the quality standards desired by the company so that the company has permanent suppliers. When there is an increase in material prices, the owner discusses it with other bakpia entrepreneurs in the area to determine the same standard price by not reducing ingredients because of the potential for decreased quality and selling prices remain stable so that customers remain satisfied and customer trust in the product is maintained.

That the effort to implement CRM in this business is in line with previous research conducted by Latifa Ni'matun Nasihin entitled Implementation of social media-based customer relationship management to loyalty increase customer in the perspective of sharia business management, where the research was located in Pucang Laban Tulungagung, namely in the Natya Bucket business. With this research, similarities were found in an effort to increase and maintain loyalty (loyalty) by customers Customer Relationship using Management strategies. (Latifa Ni'matun Nasihin, 2022)

### CONCLUSION

From the results of the research conducted, it is known that CRM implementation does not always have to use expensive CRM applications and not necessarily all companies can operate. However, it can be implemented in a and simpler way with relatively inexpensive technology. So it can be concluded that in Bakpia Amad's Family Trenggalek business in maintaining customer loyalty using a CRM strategy with 3 stages, namely getting new customers, retaining existing customers, and growing the most profitable customers. However, promotion through social media needs to be increased because currently product marketing is loved by many people with access through social media.

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