

# Supporting Factors of Digital Marketing and Customer Relationship Management and Their Role in Developing the Champion UMKM Model in West Java: Literature Review

Rosanna Wulandari<sup>a,\*</sup>, Arissetyanto Nugroho<sup>b</sup>, & Derriawan<sup>b</sup>

<sup>a</sup>Universitas Linggabuana PGRI Sukabumi, Jl. Pramuka II No.10 Citamiang, Sukabumi, 43142, Indonesia

<sup>b</sup>Universitas Pancasila, Jl. Raya Lenteng Agung No.56-80, RT.1/RW.3, Srengseng Sawah, Jakarta Selatan, 12630, Indonesia.

## Abstract

This study aims to identify the supporting factors in implementing Digital Marketing (DM) and Customer Relationship Management (CRM) and to examine their role in developing the Champion MSME model in West Java. Amidst tight digital competition, many MSMEs have not fully leveraged the use of digital technology, particularly in building strong customer relationships and expanding their market share. The method employed is a Systematic Literature Review (SLR) using the PRISMA 2020 guidelines, which involves articles published between 2015 and 2025 and indexed in Scopus, Web of Science, Copernicus, Sinta, and Garuda. The results of the study show that the success of digital marketing (DM) and CRM depends on the level of digital literacy, technological infrastructure support, personal interaction, and efficient customer data management. Both strategies play a role in increasing Customer Satisfaction (CS), Customer Engagement (CE), and Customer Loyalty (CL), which then contribute positively to MSME performance. In addition, the Soft System Methodology (SSM) approach is used to design a contextual Champion MSME development model that involves the participation of stakeholders. These findings are expected to be the basis for an effective strategy for developing sustainable MSME digitalization.

*Keywords:* digital marketing, customer relationship management, customer satisfaction, customer engagement, soft system methodology (SSM).

Received: 7 February 2025

Revised: 4 April 2025

Accepted: 23 April 2025

## 1. Introduction

Micro, Small, and Medium Enterprises (MSMEs) are a strategic sector in the Indonesian economy, including in West Java Province. MSMEs make a major contribution to regional GDP and employment absorption. However, this sector still faces obstacles such as low operational efficiency, limited market access, and delays in adopting digital technology. (Ukminindonesia.id, 2023). Realizing these potentials and challenges, the West Java Provincial Government initiated the UMKM Juara program as an empowerment effort through mentoring, training, and digitalization. (Idntimes.com, 2023).

The formation of Champion MSMEs requires the implementation of digital marketing and Customer Relationship Management. (Ernantyo & Febry, 2022)(Masito, 2021). Digital marketing (DM) is a form of technology adaptation that enables collaboration between companies, customers, and partners to create and maintain product and service value. (Dewi et al., 2022). Meanwhile, CRM focuses on building long-term relationships with consumers through increased satisfaction, recognizing their needs, and fostering positive interactions to create customer loyalty. (Adawiyah & Amelia, 2024; Mayzira & Syahril, 2024). The synergy of these two strategies is believed to enhance the competitiveness and sustainability of micro and small enterprises (MSMEs).

Although the UMKM Juara program has been comprehensively launched, most MSMEs (UMKM) in West Java have not yet fully embraced digitalization. Approximately 79% of the 4.6 million UMKM are considered digitally illiterate, particularly in utilizing online marketplaces. (Muhammad, 2022). Low technological literacy, along with the suboptimal implementation of digital marketing strategies and customer relationship management (CRM), remain

\* Corresponding author.

E-mail address: xxxx@xxxxxx.edu

major obstacles that hinder competitiveness, market expansion, and customer loyalty. (Ginting, 2023).

This condition shows a gap between program design and realization in the field, which requires strengthening the framework for implementing a more structured and measurable digital strategy. Therefore, this study aims to develop a theoretical framework for implementing CRM strategies that focus on increasing Customer engagement(CE), which then encourages the creation of Customer loyalty(CL) and Customer Satisfaction(CS). Through this approach, it is expected that synergistic effects such as information accuracy, reliability, and personal attention will be formed, which ultimately will not only increase customer loyalty but also marketing cost efficiency and long-term revenue.

In dealing with the complexity of the problems of Juara MSMEs, especially related to the lack of integration of digital strategies and customer relations with business performance, a systemic approach is needed. The design of the Juara MSME model scenario with the Soft System Methodology (SSM) approach is a relevant approach because it can identify problems holistically, gather stakeholder perspectives, and design adaptive and contextual policy solutions. By designing the model scenario, the Juara MSME development policy model can be prepared in a participatory, targeted, and sustainable manner according to conditions in the field.

## **2. Literature Review**

### *2.1. Customer satisfaction (CS)*

Customer satisfaction (CS) is a person's feeling of pleasure or disappointment resulting from comparing a product or service's perceived performance with expectations. If performance is far from expectations, consumers will feel dissatisfied. If it is by expectations, consumers will be satisfied. (Kotler et al., 2020). Satisfaction is a dynamic target that can develop over time and is influenced by various factors, especially when a service is distributed and consumed. (Hollebeek & Belk, 2021). Customer satisfaction is a condition in which consumer expectations before purchasing a product match the reality felt after purchase. Consumers will feel satisfied if the product they purchased meets their expectations. Conversely, if reality does not match expectations, consumers will feel dissatisfied. (Ningsih & Sutedjo, 2024).

The dimensions used to assess customer satisfaction are Feelings, satisfaction, complaints, and expectations (Jovianggi & Soelasih, 2020). Feelings are measured by the indicator of Feelings of pleasure when shopping, Satisfaction is measured by the indicator of satisfaction when shopping, complaints are measured by the indicator of user shopping complaints, while Expectations are measured by the indicator of conformity of expectations to the application.

### *2.2. Customer Engagement (CE)*

Engagement is to connect with people emotionally and cognitively. Customers who feel emotionally and mentally connected to a brand's content tend to pay more attention and develop greater brand affinity (Strauss & Frost, 2020) in (Christyanti, 2020). Customer engagement (CE) is a psychological condition that arises from the interactive and collaborative experience between customers and organizations or brands in the service process. The level of engagement can vary depending on the context and situation faced. (Darmadi et al., 2021). Customer engagement (CE) denotes the extent and quality of an individual's participation in, and connection to, an organization's offerings or activities, regardless of whether such involvement is initiated by the customer or facilitated by the organization. (Vivek et al, 2012: 127) (Nurmalasari, 2021).

The dimensions of customer engagement (CE) include enthusiasm, attention, absorption, interaction, and identification. Enthusiasm shows customer interest in the brand, attention reflects customer focus, absorption describes full involvement to the point of forgetting time, interaction refers to relationships with brands or other customers, and identification reflects the sense of customer unity with the brand.

### *2.3. Customer Loyalty (CL)*

Loyalty is commonly understood as a consistent intention or commitment to repurchase a particular product or service over time. Loyal customers tend to repurchase from a service provider, recommend it to others, and maintain a positive attitude toward it. (Korzynski et al., 2021). Customer loyalty (CL) is a commitment to consistently repurchase or re-patronize a brand in the future, despite situational influences or marketing efforts from competitors. (Jannah & Fadli, 2023). Customer loyalty is an economically sound concept. Loyal customers tend to use products more frequently and for longer periods than regular customers. Losing loyal customers can have a significant impact because it potentially eliminates the long-term revenue stream from those customers. (Nosalska & Mazurek, 2019).

Customer loyalty dimensions according to (Resti & Setiawati, 2022). Namely, Repeat Purchase, Across Product, Refers others, and Immunity. Where Repeat Purchase reflects the behavior of buying the same or different products repeatedly. This dimension is measured through the frequency of repeat purchases and their intensity. Across Product shows customers who regularly buy various products or services from the company. The indicator is the interest in using more than one product. Refers to others who describe customers who recommend products to others. The indicator is achieved by conveying the advantages of the product or persuading others to try it. While Immunity reflects high loyalty, where customers remain loyal despite offers from competitors. This dimension is measured through indicators of loyalty to the product.

#### 2.4. Digital marketing (DM)

Digital marketing (DM) represents a process of technological adaptation where businesses or marketers engage with customers and partners to collaboratively create, communicate, deliver, and sustain the value of products and services for all stakeholders. (Dewi et al., 2022) and (Barreto et al., 2025). Digital marketing (DM) is a marketing effort that utilizes digital technology. As technology advances, the role of digital marketing is becoming increasingly important. Business actors need to design strategies that can attract customers through a combination of digital and conventional communications (Chaffey, 2009) in (Maszudi, 2023) Digital marketing (DM) refers to promotional activities conducted through internet-based platforms to engage and reach target consumers. It is also commonly referred to as i-marketing, web marketing, online marketing, e-marketing, or e-commerce, which refers to marketing products or services through digital media. (Hermawan, 2012) in (Pasaribu et al., 2023).

The dimensions implemented to assess digital marketing are Interactive, Incentive Programs, Site Design, and Transaction/Cost. (Nanda Vinilia Putri et al., 2023). Where Interactive, namely two-way communication between the company and consumers that takes place clearly and effectively; Incentive Programs, namely promotional programs that provide added value to the company; Site Design, namely an attractive digital display that gives a positive image of the company; and Transaction/Cost, namely a promotional strategy that is efficient in terms of time and transaction costs.

#### 2.5. Customer Relationship Management (CRM)

Customer Relationship Management (CRM) is a strategic business approach that aligns internal operations with external networks to effectively generate and deliver value to targeted customers. (Suwarno & Martini, 2021). CRM is the process of building a company's relationship with consumers by increasing customer value and satisfaction, by recognizing customers and forming positive perceptions of products, services, or organizations through interactions with marketers, sellers, and support services, to encourage customer loyalty. (Adawiyah & Amelia, 2024; Mayzira & Syahril, 2024) CRM is the process of managing customer information in depth and comprehensively at every point of interaction to increase customer loyalty. (Sulaeman et al., 2023).

The dimensions of Customer Relationship Management according to (Pertiwi Siregar et al., 2020) Are identify, acquire, retain, and develop. Identification refers to data management, such as databases or membership cards. Acquire is the delivery of information with friendly service and promotions via text messages. Retain refers to MSME actors trying to retain customers by providing incentives such as discounts and rewards, and Develop is where MSME actors try to expand their customer base or attract new customers through relevant strategies.

#### 2.6. MSME Performance

MSME performance refers to the results achieved by a business, such as the number of customers, sales levels, and profit growth, when compared to its competitors (Choi & Williams, 2016) in (Sintia Safrianti, Veny Puspita, Seftya Dwi Shinta, 2022). MSME performance is the work results achieved by MSMEs in a certain period that are linked to a certain value or standard measure and are adjusted to the role or task of the MSME's goals (Novitasari & Ekowati, 2022) (Ruswandi et al., 2024). MSME performance is the level of success in achieving business results, which is reflected in sales growth, capital, number of employees, market share, and profit (Joko Susilo, Yineita ANisma, 2022).

According to (Viviani et al., 2020) The indicators used to measure MSME performance are: 1) Sales growth, 2) Capital growth, 3) Annual addition of workers, 4) Market and marketing growth, 5) Profit growth/business profit.

#### 2.7. Designing an MSME Scenario Model with Soft System Methodology (SSM)

SSM is a systematic and structured method for designing information systems through a conceptual approach, with the aim of achieving desired changes and implementing them. This approach is expected to be able to assist in

managing and solving problems related to data and information. (Septiana & Maulany, 2021).

According to (Hananto & Septiani, 2020) The stages in the SSM method are as follows:

- a. The initial stage begins by identifying the existing problem situation, then describing it in the form of a Rich Picture so that activities related to the problem can be understood as a whole.
- b. The second stage aims to define the problem in more detail through data and information collection, which is then formulated and presented in the form of a Rich Picture.
- c. In the third stage, an appropriate system formulation is carried out by analyzing the relationship between the problem and the existing system, and building a human activity system based on the CATWOE approach.
- d. The fourth stage involves compiling a conceptual model built from the elements that have been identified in the previous stage to achieve the desired goals.
- e. The fifth stage is to compare the conceptual model with real conditions in the field in order to obtain ideas for change that can be applied to improve the system.
- f. The sixth stage includes the improvement process by identifying the steps that have been taken, resulting in systematic changes that are feasible to implement after being compared with actual conditions.
- g. The seventh stage is the implementation stage, where actions are taken based on the changes that have been formulated previously.

## 2.8. *Research Gap*

Digital Marketing and Customer Relationship Management (CRM) have been recognized as playing an important role in improving the performance of MSMEs, including Juara MSMEs that are trying to compete in a competitive market. However, there is still limited research that integrates these two strategies simultaneously, especially those involving the mediating role of Customer Satisfaction, Customer Engagement, and Customer Loyalty in the context of Juara MSMEs in West Java.

In addition, most previous studies have focused on large companies, while MSMEs require a more contextual and adaptive approach. The design of a Soft System Methodology (SSM)-based model scenario to overcome challenges in implementing Digital Marketing and CRM in the MSME environment is also rarely the focus of research.

Based on these gaps, this study aims to integrate Digital Marketing, CRM, and scenario model design using the SSM approach to analyze its influence on the performance of Juara MSMEs. This study specifically highlights the mediating role of Customer Satisfaction, Customer Engagement, and Customer Loyalty, and develops a more adaptive and sustainable strategic solution model for the development of Juara MSMEs in West Java.

## 2.9. *Previous Research*

There are several previous studies that discuss digital marketing, customer relationship management, customer satisfaction (CS), customer engagement (CE), customer loyalty (CL), and MSME performance. The results of these studies were found in online journal databases because they have been published, including:

- a. (Bismo et al., 2019) Investigated the application of digital marketing, specifically social media and email marketing, and its influence on customer engagement and purchase intention, using a case study at PT. Soltius Indonesia. The study highlights how these digital tools enhance customer engagement, which subsequently affects consumers' intention to make a purchase.
- b. (Al-Hawary & Obiadat, 2019) Examined the impact of mobile marketing focusing on interactivity, personalization, and convenience on customer loyalty in Jordan. Their findings indicate that while these dimensions positively influence customer loyalty, localization does not have a statistically significant effect.
- c. (Al-Nawafah et al., 2022). Studied the influence of supply chain management via social media on the competitiveness of private hospitals in Jordan. The research found that various aspects of supply chain management through social media positively affect competitiveness, and managers in the surveyed companies have increased their utilization of social media platforms.
- d. (Arora et al., 2021) Explored how customer engagement can be understood and managed using social customer relationship management. Their study shows that effective CRM fosters customer engagement (CE), which in turn leads to increased customer loyalty (CL), retention, and satisfaction.
- e. (Alsheikh, 2020) Examined the impact of green marketing strategies on the marketing performance of small and medium-sized restaurants in Saudi Arabia. The study revealed that a lean green marketing strategy is the most significant factor influencing marketing performance, while other environmentally friendly marketing approaches showed no statistically significant effect.

### 3. Research Method and Materials

#### 3.1. Research Design

This study uses a Systematic Literature Review (SLR) approach to identify, evaluate, and synthesize relevant scientific evidence to answer research questions in an informative and evidence-based manner. (Saleh & Leuveano, 2019). This method is considered appropriate because it can provide a strong theoretical foundation and show previous research patterns related to digital marketing, CRM, CS, CE, CL, MSME performance, and the Soft System Methodology (SSM) approach.

The systematic literature review in this study follows the PRISMA 2020 framework (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) as a guide in the selection and analysis process of scientific articles. This process includes three main stages, namely:

- a. Planning: Determining the focus of the study, formulating research questions, and compiling inclusion and exclusion criteria for literature selection.
- b. Conducting: Searching for articles in academic databases such as Scopus and Web of Science, filtering relevant articles, and analyzing selected literature based on quality and relevance to research variables.
- c. Reporting: Presenting the results of the review systematically in the form of narratives, tables, and visualizations, including PRISMA diagrams as an illustration of the literature selection flow.

This approach ensures that each literature analyzed has accountable academic quality and makes a significant contribution to the development of theoretical and practical models in the context of strengthening MSME performance through integrated digital strategies.

#### 3.2. Research Questions

This research is focused on answering a number of main questions that are in line with the research title “Supporting Factors of Digital Marketing and CRM and Their Role in the Development of the West Java Champion MSME Model”. These questions are formulated to identify, understand, and analyze the relationship between the main variables studied, as well as their contribution to the design of the Champion MSME development model based on a systemic approach. The research questions that are the main focus are as follows:

- a. What are the factors that support the implementation of Digital Marketing in Juara UMKM in West Java?
- b. What are the factors that support the implementation of Customer Relationship Management (CRM) in Juara UMKM in West Java?
- c. What is the role of Digital Marketing and CRM in increasing Customer Satisfaction, Customer Engagement, and Customer Loyalty?
- d. What is the relationship between Customer Satisfaction, Customer Engagement, and Customer Loyalty to improving the performance of Juara UMKM?
- e. How can the Soft System Methodology (SSM) approach be used to design a Juara UMKM development model based on the integration of Digital Marketing and CRM?

These questions form the basis of the literature search and systematic analysis process, so that it is hoped that they can provide evidence-based answers and produce strategic recommendations that are relevant to the sustainable development of Juara MSMEs.

#### 3.3. Search Strategy and Literature Sources

The search strategy in this study was systematically designed to identify relevant and credible literature related to the topics of digital marketing, CRM, CS, CE, CL, MSME performance, and the Soft System Methodology (SSM) approach. The search process followed the PRISMA 2020 (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) principles to ensure transparency, consistency, and ease of replication in the literature review.

Literature searches were conducted through several leading and highly reputable academic databases, namely Scopus, Web of Science, and Google Scholar. These three sources were chosen because they provide access to quality scientific articles that have gone through a peer-review process and publication in reputable international journals. Google Scholar is used as a complement to reach relevant publications that may not be indexed in the two main databases but still make important contributions to the research topic.

The search keywords were arranged in various combinations to ensure comprehensive coverage, including:

- “digital marketing” AND “UMKM” OR “MSMEs”
- “customer relationship management” OR “CRM”
- “customer satisfaction” AND “customer engagement” AND “customer loyalty”
- “UMKM performance” OR “business performance of MSMEs”
- “Soft System Methodology” OR “SSM”
- “scenario modeling” AND “UMKM” OR “MSMEs”

To narrow the search results and increase relevance, filters were applied based on:

- Year of publication between 2014 to 2024
- Type of document in the form of peer-reviewed journal articles and proceedings
- Publication language: English and Indonesian
- Articles published in journals indexed in Scopus, Web of Science, Covernicus, Sinta, and Garuda

These search results were then further filtered using strict inclusion and exclusion criteria to ensure the suitability and quality of the literature sources analyzed in the study.

### 3.4. Inclusion and Exclusion Criteria

To ensure the relevance and quality of the literature analyzed, this study systematically applies inclusion and exclusion criteria. These criteria aim to filter articles that truly support the research objectives and avoid selection bias.

The inclusion criteria in this study include:

- Articles that discuss the relationship between digital marketing, customer relationship management (CRM), CS, CE, CL, MSME performance, and/or the Soft System Methodology (SSM) approach.
- Articles published in scientific journals indexed by Scopus or Web of Science.
- Articles published between 2014 and 2024.
- Articles with a quantitative, qualitative, or mixed methods approach.
- Articles available in Indonesian or English.
- Articles that have gone through a peer-review process.

### 3.5. Exclusion criteria include:

- Articles that discuss topics outside the scope of the study, such as fraud or crime issues that are not related to MSMEs or digital strategies.
- Opinions, editorials, comments, or working papers that have not gone through peer review.
- Articles with limited access or that are not available in official academic databases.
- Articles that only focus on large companies or corporations without contextual relevance to MSMEs.

The application of this criterion is carried out during the screening stage using the PRISMA 2020 guide to ensure that the literature used is truly valid, relevant, and in accordance with the focus of the research.

## 4. Results and Discussion

The results of the systematic literature review revealed a number of important findings that answer the main questions in this study.

### 4.1. Supporting factors for the implementation of Digital Marketing in Champion MSMEs in West Java

The results of the analysis show that the Supporting Factors for the Implementation of Digital Marketing:

- 1) Information Dissemination: Digital marketing makes it easier for companies to convey complete product information via the internet, making it easier to reach consumers.
- 2) Creating Awareness: Digital marketing is effective in building brand awareness, especially for companies with limited promotional budgets, compared to traditional media.
- 3) Research Objectives: In addition to promotion, digital marketing is also used for market research and collecting data on competitors and consumers.
- 4) Forming Perceptions: Digital marketing strategies can build a positive image of the company in the eyes of the public.

- 5) Product Trials: Companies can offer products digitally to encourage consumers to try the product.
- 6) Improving Service: Digital marketing helps companies respond to customer questions and complaints quickly, while strengthening customer relationships.

Studies from (Dewi et al., 2022; Maszudi, 2023; Pasaribu et al., 2023 dan Adawiyah & Amelia, 2024) Emphasize that skills in managing digital marketing platforms, such as marketplaces and social media, are an important foundation in reaching a wider market.

#### *4.2. Supporting factors for the implementation of Customer Relationship Management (CRM)*

Support for CRM implementation is determined by the existence of an organized customer database, the ability of MSMEs to personalize services, and consistent interactions with customers. Research from (Tandon et al., 2020; Sulaeman et al., 2023; Suwarno & Martini, 2021 dan Adawiyah & Amelia, 2024) Emphasizes the importance of building two-way communication and creating sustainable relational value, including personal attention that strengthens consumer loyalty.

#### *4.3. The Role of Digital Marketing and CRM in Increasing Customer Satisfaction (CS), Customer Engagement (CE), and Customer Loyalty (CL)*

The combination of digital marketing and customer relationship management (CRM) is believed to provide a synergistic effect on the three main indicators of customer relationship success, namely CS, CE, and CL. The right digital marketing strategy can expand market reach and strengthen positive perceptions of the brand, while CRM plays an important role in strengthening emotional relationships, increasing interaction, and building long-term attachments with customers. However, until now, there is still very limited, or even no, research that explicitly examines the combined role of digital marketing and CRM on CS, CE, and CL simultaneously. This makes this study have a strong novelty, because it offers an integrative approach that has not been widely explored in previous literature. Thus, this study is expected to provide new scientific contributions in the realm of marketing management and customer relationships in the digital era.

#### *4.4. The relationship between CS, CE, and CL on improving the performance of Juara MSMEs*

The three mediating variables, namely CS, CE, and CL, have been proven to have a significant role in driving increased MSME performance. The synthesis results show that customer satisfaction (CS) is the basis for the formation of customer engagement (CE), which in turn drives customer loyalty (CL). This series of relationships gradually produces a positive impact on improving business performance. The performance of Juara MSMEs is reflected through various indicators, such as sales growth, increased business capital, additional workforce each year, market expansion and marketing activities, and increased business profits.

Although the relationship between CS, CE, and CL has been widely studied separately, the simultaneous relationship between the three as mediating variables on improving MSME performance, especially in the context of Juara MSMEs, has not been widely explored in previous studies. This makes this finding have a novel value and a significant scientific contribution in developing strategies to increase MSME competitiveness in the digital era.

#### *4.5. The Role of Soft System Methodology (SSM) in Designing the UMKM Juara Development Model*

The use of the Soft System Methodology (SSM) approach in designing the development scenario of Juara MSMEs in West Java is a novel aspect in this study. SSM allows the formulation of policies that are participatory, contextual, and adaptive, taking into account the real conditions faced by MSME actors in the field. Through this approach, problems can be identified holistically from various perspectives, including business actors, assistants, and other stakeholders. Furthermore, SSM plays an important role in building a Juara MSME development model that is integrated with digital marketing and CRM strategies, systematically and sustainably. There are not many studies that combine the SSM approach with the integration of the two strategies to develop MSME policy scenarios based on participatory practices and local realities. Therefore, the model produced from this study is a new and unique scientific contribution in the realm of MSME development in the digital era.

## **5. Conclusion**

This study confirms that the implementation of Digital Marketing (DM) and Customer Relationship Management (CRM) plays a strategic role in improving the performance of MSMEs, especially in the context of developing the MSME Juara model in West Java. Through the Systematic Literature Review (SLR) approach, referring to the

PRISMA 2020 guidelines, it was found that the success of the implementation of Digital Marketing and CRM significantly drives an increase in Customer Satisfaction (CS), Customer Engagement (CE), and Customer Loyalty (CL), which cumulatively contribute positively to MSME performance. In addition, the application of the Soft System Methodology (SSM) approach in designing the MSME Juara model provides a participatory and contextual framework, so that it can be used as a strategic foundation in driving the sustainable digital transformation of MSMEs.

## References

- Adawiyah, R., & Amelia, W. R. (2024). Pengaruh Digital Marketing dan Customer Relationship Management Terhadap Keputusan Pembelian pada Gedung Serbaguna Graha Farimah Gultom ( GFG ) Medan The Influence of Digital Marketing and Customer Relationship Management on Purchase Decisions at the Gra. *Jurnal Ilmiah Manajemen Dan Bisnis (JIMBI)*, 5(2), 165–176. <https://doi.org/10.31289/jimbi.v5i2.4121>
- Al-Hawary, S., & Obiadat, A. (2019). Impact of Mobile Marketing on Customer Loyalty in Jordan. *International Journal of Web Applications*, 11(4), 136. <https://doi.org/10.6025/ijwa/2019/11/4/136-152>
- Al-Nawafah, S. S., Al-Shorman, H. M., Aityassine, F. L. Y., Khrisat, F. A., Hunitie, M. F. A., Mohammad, A., & Al-Hawary, S. I. S. (2022). The effect of supply chain management through social media on the competitiveness of the private hospitals in Jordan. *Uncertain Supply Chain Management*, 10(3), 737–746. <https://doi.org/10.5267/j.uscm.2022.5.001>
- Alsheikh, L. H. (2020). The Impact of Green Marketing Strategies on Marketing Performance of Small and Medium-Sized Restaurants in Saudi Arabia. *Test Engineering & Management*, 83(7), 10084–10091.
- Arora, L., Singh, P., Bhatt, V., & Sharma, B. (2021). Understanding and managing customer engagement through social customer relationship management. *Journal of Decision Systems*, 30(2–3), 215–234. <https://doi.org/10.1080/12460125.2021.1881272>
- Barreto, A., Hadikusumo, R. A., & Ruswandi, W. (2025). The Journal of Academic Science Digital Transformation as a Catalyst for Business Performance and Competitive Dynamics in Emerging Economies. *The Journal of Academic Science*, 2(4), 1228–1238.
- Bismo, A., Putra, S., & Melysa. (2019). Application of Digital Marketing (social media and email marketing) and its Impact on Customer Engagement in Purchase Intention: A case study at PT. Soltius Indonesia. *Proceedings of 2019 International Conference on Information Management and Technology, ICIMTech 2019*, 1(August), 109–114. <https://doi.org/10.1109/ICIMTech.2019.8843763>
- Christyanti, D. A. (2020). PENGELOLAAN CUSTOMER ENGAGEMENT PADA MEDIA SOSIAL UNTUK MEMBIDIK PASAR MILENIAL PADA TAHUN 2019 (Studi Kasus Pengelolaan Konten Promosi Instagram Labalaba Periode September 2018 – Maret 2019). *Jurnal Visi Komunikasi*, 19(1), 110. <https://doi.org/10.22441/visikom.v19i1.15128>
- Darmadi, R., Silitonga, P., & Kristiadi, A. Ag. (2021). Pengaruh Social Media Customer Engagement Dan Kepuasan Pelanggan Terhadap Loyalitas Merek Perguruan Tinggi Swasta. *Widya Manajemen*, 3(2), 166–177. <https://doi.org/10.32795/widyamanajemen.v3i2.1692>
- 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. <https://doi.org/10.24034/j25485024.y2022.v6.i2.5205>
- Ernanto, Y. E., & Febry, T. (2022). Pengaruh Implementasi Digital Marketing Dan Customer Relationship Marketing Terhadap Kepuasan Konsumen Dan Minat Beli Ulang Pada Kafe Kisah Kita Ngopi. *Konsumen & Konsumsi : Jurnal Manajemen*, 1(2), 107–128.
- Ginting, J. B. (2023). Program Jabar Juara yang Bikin UMKM di Jawa Barat Makin Maju. <https://www.idntimes.com/>.
- Hananto, A., & Septiani, W. (2020). Pendekatan Soft System Methodology Untuk Perancangan Model Pembelajaran Praktik Berbasis Produksi. *Jurnal Teknik Industri*, 10(1), 53–65. <https://doi.org/10.25105/jti.v10i1.8389>

- Hollebeek, L. D., & Belk, R. (2021). Consumers' technology-facilitated brand engagement and wellbeing: Positivist TAM/PERMA- vs. Consumer Culture Theory perspectives. *International Journal of Research in Marketing*, 38(2), 387–401. <https://doi.org/10.1016/j.ijresmar.2021.03.001>
- Idntimes.com. (2023). 4 Program Jabar Juara yang Bikin UMKM di Jawa Barat Semakin Maju. <https://www.idntimes.com/business/economy/bastanta-ginting/program-jabar-juara-yang-bikin-umkm-di-jawa-barat-semakin-maju-clc2>.
- Jannah, M. M., & Fadli, J. A. (2023). The Effect of Brand Satisfaction and Consumer Experience on Brand Loyalty through Brand Love. *International Journal of Social Health*, 2(3), 82–91. <https://doi.org/10.58860/ijsh.v2i3.29>
- Joko Susilo, Yineita ANisma, A. S. (2022). Pengaruh Literasi Keuangan, Inklusi Keuangan dan Inovasi terhadap Kinerja UMKM. *CURRENT: Jurnal Kajian Akuntansi Dan Bisnis Terkini*, 3(1), 1–10. <https://doi.org/10.31258/jc.2.3.506-517>
- Korzynski, P., Kozminski, A. K., Baczynska, A., & Haenlein, M. (2021). Bounded leadership: An empirical study of leadership competencies, constraints, and effectiveness. *European Management Journal*, 39(2), 226–235. <https://doi.org/10.1016/j.emj.2020.07.009>
- Kotler, P., Kartajaya, H., & Setiawan, I. (2017). *MARKETING 4.0 Moving from Traditional to Digital*. John Wiley & Sons, Inc., Hoboken, New Jersey. Published.
- Masito, R. A. (2021). Pengaruh Digital Marketing Dan Customer Relationship Marketing Terhadap Loyalitas Konsumen Pada Produk Air Minum Cheers ( Studi Pt . Atlantic Biruraya ). *Jurnal Pendidikan Tata Niaga (JPTN)*, 9(2), 1216–1222.
- Maszudi, E. (2023). Strategi Digital Marketing Untuk Pemberdayaan Umkm Di Indonesia. *Prima Ekonomika*, 14(1), 74. <https://doi.org/10.37330/prima.v14i1.155>
- Mayzira, C., & Syahrial, H. (2024). Pengaruh Digital Marketing dan Customer Relationship Marketing Terhadap Loyalitas Konsumen Pulma House Medan The Influence of Digital Marketing and Customer Relationship Marketing on Consumer Loyalty Pulma Hous. *Jurnal Ilmiah Manajemen Dan Bisnis (JIMBI)*, 5(1), 22–33. <https://doi.org/10.31289/jimbi.v5i1.4322>
- Muhammad, H. (2022). 79 Persen UMKM di Jabar Masih Belum Melek Digitalisasi. <https://ekonomi.republika.co.id/>.
- Nanda Vinilia Putri, Indah Listyani, & Zulfia Rahmawati. (2023). Pengaruh Customer Relationship Management Dan Digital Marketing Terhadap Loyalitas Pelanggan Pada Lembaga Global English Pare. *Jurnal Manajemen Riset Inovasi*, 1(2), 74–85. <https://doi.org/10.55606/mri.v1i2.1048>
- Ningsih, K. S. W., & Sutedjo, B. (2024). Pengaruh Customer Value Dan Customer Experience Terhadap Purchase Intention Dan Terhadap Customer Satisfaction (Study Pada Pelanggan Produk Fashion Di E-Commerce Shopee). *JIMEA / Jurnal Ilmiah MEA (Manajemen, Ekonomi, Dan Akuntansi)*, 8(1), 339–352.
- Nosalska, K., & Mazurek, G. (2019). Marketing principles for Industry 4.0 - a conceptual framework. *Engineering Management in Production and Services*, 11(3), 9–20. <https://doi.org/10.2478/emj-2019-0016>
- Novitasari, & Ekowati, L. (2022). Pelatihan Penyusunan Laporan Keuangan Berstandar Emkm Untuk Peningkatan Kinerja Umkm Kabupaten Bogor. *Prosiding Seminar Nasional Pengabdian Kepada Masyarakat 2022 (SNPPM-2022)*, 8, 21–29.
- Nurmalasari, L. (2021). PENGARUH SOCIAL MEDIA MARKETING DAN KETERLIBATAN KONSUMEN TERHADAP KEPUTUSAN PEMBELIAN SECARA ONLINE (Studi Kasus Pada UMKM Bidang Kuliner). *Jurnal Apresiasi Ekonomi*, 9(3), 288–300. <https://doi.org/10.31846/jae.v9i3.405>
- Pasaribu, M. K., Larasati, A. N., Siahaan, D. F., & Manik, B. (2023). Upaya Peningkatan Penjualan pada UMKM Tahu Sumedang Putri Deli Medan melalui Kemasan Ramah Lingkungan dan Strategi Digital Marketing. *Bima Abdi: Jurnal Pengabdian Masyarakat*, 3(1), 57–67. <https://doi.org/10.53299/bajpm.v3i1.275>
- Pertiwi Siregar, D. N., Cahyani, W., & Chaniago, A. U. (2020). Pengaruh Customer Relationship Management (Crm) Terhadap Loyalitas Pengguna Irian Card (I-Card) Pada Irian Dept Store & Supermarket Medan Marelan. *Jurnal SAINTIKOM (Jurnal Sains Manajemen Informatika Dan Komputer)*, 19(1), 17. <https://doi.org/10.53513/jis.v19i1.221>

- Rahmawati, E., & Sanaji. (2015). Pengaruh customer engagement terhadap kepuasan. *Jurnal Riset Ekonomi Dan Manajemen*, 15(2), 246–261.
- Resti, & Setiawati, C. I. (2022). Pengaruh Customer Relationship Management Berupa Goclub Feature. *Journal of Management & Business*, 5(1), 2022. <https://doi.org/10.37531/sejaman.v5i1.2214>
- Ruswandi, W., Wulandari, R., Deni, A., Juliansyah, E., & Rizki, C. M. (2024). Digital Literacy and Business Networks on Business Competitiveness For Business Sustainability. *International Conference on Digital Education and Social Science (ISDESS)*, December, 299–317.
- Saleh, C., & Leuveano, A. C. (2019). *Penelusuran Kepustakaan Sistematis*. October. <https://doi.org/10.13140/RG.2.2.22568.72969>
- Septiana, T. D., & Maulany, R. (2021). Pengembangan Manajemen Data Dan Informasi Menggunakan Analisis Soft System Methodology Di Universitas Advent Indonesia. *TeIKa*, 11(1), 1–13. <https://doi.org/10.36342/teika.v11i1.2473>
- Sintia Safrianti, Veny Puspita, Seftya Dwi Shinta, A. (2022). Tingkat financial technology terhadap peningkatan kinerja UMKM dengan variabel intervening inklusi keuangan pada pelaku UMKM Kota Bengkulu Sintia. *Management and Business Review*, 6(2), 212–227.
- Sulaeman, K. M., Ramdan, A. M., & Jhoansyah, D. (2023). ANALISIS CUSTOMER RELATIONSHIP MANAGEMENT DAN NILAI PELANGGAN TERHADAP LOYALITAS PELANGGAN (Survei pada Penumpang PT KAI di Kota Sukabumi). *Jurnal Bisnis & Akuntansi*, 13(2), 83–97. <https://ejournalwiraraja.com/index.php/FEB/article/view/2594>
- Suwarno, I. C. W., & Martini, E. (2021). Peran Customer Relationship Management Dalam Meningkatkan Loyalitas Pelanggan: Studi Kasus Di Hotel Zaen Syariah Solo. *Jurnal E-Proceeding of Management*, 8(2), 995–1003.
- Ukmindonesia.id. (2023). Data UMKM, Jumlah dan Pertumbuhan Usaha Mikro, Kecil, dan Menengah di Indonesia. <https://Ukmindonesia.Id/Baca-Deskripsi-Posts/Data-Umkm-Jumlah-Dan-Pertumbuhan-Usaha-Mikro-Kecil-Dan-Menengah-Di-Indonesia>.
- Viviani, N. E., Mufidah, E., & Fibriyani, V. (2020). Pengaruh Keterampilan, Pengetahuan, Dan Kemampuan Sdm Terhadap Kinerja Umkm Mebel Di Kelurahan Sebani Kota Pasuruan. *Jurnal EMA*, 5(1), 29–37. <https://doi.org/10.47335/ema.v5i1.46>