

The Effect of Customer Relationship Management, Digital Advertising, and Discount Programs on Customer Loyalty at Start-ups in Jakarta

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ABSTRACT

This study investigates the influence of Customer Relationship Management (CRM), digital advertising, and discount programs on customer loyalty at a start-up company in Jakarta. Utilizing a quantitative research methodology, data were collected from 180 respondents through a structured questionnaire employing a Likert scale ranging from 1 to 5. The data were analyzed using Structural Equation Modeling-Partial Least Squares (SEM-PLS 3). The findings indicate that all hypotheses are positive and significant, demonstrating that effective CRM practices, strategic digital advertising, and attractive discount programs significantly enhance customer loyalty. Specifically, CRM showed a path coefficient of 0.293, digital advertising 0.223, and discount programs 0.351, with all paths being statistically significant. These results underline the critical role of integrated marketing strategies in fostering strong customer relationships and loyalty in the competitive start-up environment.

Keywords: CRM, Digital Advertising, Discount Programs, Customer Loyalty, Start-up Marketing Strategies

1. INTRODUCTION

Customer loyalty plays an important role in the sustainable growth and competitive advantage of startups, especially in a dynamic and competitive market like Jakarta. Research from various studies highlights the significant impact of factors such as service quality, product quality, price, and customer satisfaction in fostering customer loyalty [1]–[4]. By focusing on improving service quality, ensuring high product standards, setting competitive prices, and prioritising customer satisfaction, startups can effectively differentiate themselves from competitors and build strong relationships with customers. This emphasis on customer loyalty not only helps in establishing a solid market presence, but also contributes to long-term success and sustainability in Jakarta's competitive business landscape.

Customer Relationship Management (CRM) plays a crucial role in enabling businesses to manage customer interactions effectively, leading to improved customer satisfaction and loyalty [5]–[9]. By utilizing CRM strategies, companies can personalize their interactions, anticipate customer needs, and cultivate long-term relationships with their clientele. Effective CRM practices have been shown to enhance customer loyalty and satisfaction significantly, which is particularly vital for start-ups seeking to establish a loyal customer base. Through the implementation of CRM systems and processes, businesses can not only attract new customers but also retain existing ones, ultimately driving increased revenue and fostering positive relationships between companies and their customers.

Digital advertising has indeed become a crucial component of contemporary marketing strategies, leveraging the internet and social media to reach diverse audiences with personalized

content [10], [11]. This form of marketing enables companies to target precise customer segments and assess campaign performance instantly, enhancing the ability to influence consumer behavior and cultivate loyalty [10]. The evolution of digital marketing has revolutionized how businesses interact with consumers, offering innovative ways to promote products and services while fostering direct engagement and growth opportunities [12]. By integrating digital platforms into their strategies, companies can tap into a wealth of data to understand audience preferences, behaviors, and demographics, ultimately refining their advertising efforts for optimal impact and effectiveness [11], [13].

Discount programs play a crucial role in enhancing customer loyalty and driving sales for companies, especially for start-ups with limited resources. Research indicates that discounts significantly influence consumer behavior, with 80% of initially disinterested buyers making a purchase when offered a discount [14]. Moreover, promotions and price discounts have been found to positively impact sales, leading to increased revenue [15]. Loyalty programs, which often include discounts, contribute to relationship quality and customer loyalty, ultimately increasing the lifetime value of customers to the company [16]. Additionally, discounts can serve as a guarantee instrument for consumers' rights, providing a tool for enforcing rights against companies and managing risks [17]. Implementing discount programs effectively can not only attract new customers but also retain existing ones, fostering repeat purchases and word-of-mouth promotion, thus building long-term customer loyalty and profitability for start-ups. In this study, we employ a quantitative research approach to examine the influence of CRM, digital advertising, and discount programs on customer loyalty in a start-up company in Jakarta.

2. LITERATURE REVIEW

2.1 *Customer Relationship Management (CRM)*

Customer Relationship Management is a strategic approach utilized by businesses to manage interactions with current and potential customers across various channels such as websites, telephone, email, and social media [6]. By organizing, automating, and synchronizing sales, marketing, and customer service activities, CRM aims to enhance business relationships, aid in customer retention, and drive sales growth [6]. Effective implementation of CRM systems has been shown to improve customer satisfaction and loyalty, ultimately leading to higher profitability [18]. Through personalized interactions, timely information delivery, and the development of long-term relationships, businesses can leverage CRM to enhance customer loyalty and overall success in the market [7], [9].

2.2 *Digital Advertising*

Digital advertising has revolutionized how businesses connect with their target audiences by leveraging the internet and social media platforms, offering a variety of tools like display ads, search engine marketing, social media ads, email marketing, and content marketing [11]. This form of advertising stands out for its capacity to efficiently reach a broad audience and deliver measurable outcomes [19]. Research underscores the pivotal role of digital advertising in shaping customer behavior and fostering loyalty, with well-crafted campaigns boosting brand awareness, customer engagement,

and purchase intent [10]. The interactive nature of digital advertising enables companies to gather valuable insights into customer preferences and behaviors, facilitating the refinement of marketing strategies and enhancing customer targeting [20].

2.3 *Discount Programs*

Discount programs are indeed a popular promotional strategy utilized by businesses to attract and retain customers, offering price reductions or special deals to drive purchases. Research has shown that discounts can significantly impact customer loyalty by creating a sense of urgency and incentivizing repeat purchases [14], [21]. Customers perceiving good deals are more likely to develop a positive attitude towards the brand, fostering loyalty [14]. However, it is crucial for businesses to carefully design discount programs to prevent profit margin erosion or brand devaluation [21]. Studies emphasize the effectiveness of discount programs in increasing customer retention and encouraging repeat purchases, highlighting the importance of strategic discount implementation in maintaining customer loyalty and brand value.

2.4 *Integration of CRM, Digital Advertising, and Discount Programs*

Integrating CRM, digital advertising, and discount programs can indeed create a synergistic effect that significantly enhances customer loyalty. CRM plays a crucial role in understanding and managing customer relationships [22], [23], while digital advertising amplifies marketing messages' reach and impact [24]. Discount programs provide tangible incentives that drive customer engagement and repeat purchases [25], [26]. By combining these strategies, businesses can gain a comprehensive understanding of their customers, deliver personalized messages through targeted digital ads based on CRM data, and offer tailored discount programs reflecting customer preferences and purchase history. This holistic approach not only fosters customer loyalty but also strengthens the overall customer experience, ultimately leading to increased customer retention and satisfaction.

Hypotheses Development

Based on the literature reviewed, this study proposes the following hypotheses:

- H1: Customer Relationship Management (CRM) has a positive and significant influence on customer loyalty.
- H2: Digital advertising has a positive and significant influence on customer loyalty.
- H3: Discount programs have a positive and significant influence on customer loyalty.

These hypotheses will be tested using a quantitative research approach, with data collected from 180 respondents and analyzed using Structural Equation Modeling-Partial Least Squares (SEM-PLS 3).

3. METHODS

3.1 Research Design

This study employs a quantitative research design to examine the influence of Customer Relationship Management (CRM), digital advertising, and discount programs on customer loyalty

at a start-up company in Jakarta. Structured to collect numerical data for statistical analysis, the research uses a cross-sectional survey method, collecting data from respondents at a single point in time. The target population consists of customers of the start-up company, with a sample size of 180 respondents selected through purposive sampling to ensure relevant experience with CRM, digital advertising, and discount programs. This sample size is sufficient for Structural Equation Modeling-Partial Least Squares (SEM-PLS), ensuring reliable and valid results. Data were collected via a structured questionnaire designed to measure CRM, digital advertising, discount programs, and customer loyalty, distributed online for broad reach and convenience. The questionnaire items were based on existing literature and validated scales to ensure content validity.

3.2 Measurement Instruments

The questionnaire used a Likert scale ranging from 1 to 5, where 1 indicates strong disagreement and 5 indicates strong agreement. The measurement instruments for each variable are as follows:

1. Customer Relationship Management (CRM): Items measured aspects such as personalization, responsiveness, and customer interaction quality.
2. Digital Advertising: Items measured perceptions of relevance, engagement, and effectiveness of digital advertisements.
3. Discount Programs: Items measured the attractiveness, frequency, and impact of discount programs on purchase decisions.
4. Customer Loyalty: Items measured customer satisfaction, repeat purchase intention, and likelihood of recommending the start-up to others.

3.3 Data Analysis

The collected data were analyzed using Structural Equation Modeling-Partial Least Squares (SEM-PLS) version 3, a multivariate statistical analysis technique that allows for the examination of complex relationships between observed and latent variables, particularly suitable for exploratory research and studies with relatively small sample sizes. Descriptive statistics were used to summarize the demographic characteristics of the respondents and the distribution of responses for each questionnaire item. The measurement model was assessed to evaluate the reliability and validity of the constructs by examining the factor loadings, composite reliability, average variance extracted (AVE), and Cronbach's alpha for each construct. The structural model was assessed to test the hypothesized relationships between CRM, digital advertising, discount programs, and customer loyalty, by examining the path coefficients, t-values, and p-values to determine the significance of the relationships. Finally, the overall fit of the model was evaluated using model fit indices such as the Standardized Root Mean Square Residual (SRMR) and the Normed Fit Index (NFI).

4. RESULTS AND DISCUSSION

4.1 Descriptive Statistics

The demographic characteristics of the respondents are summarized in Table 1. The sample consisted of 180 respondents, with 52% male and 48% female. The majority of respondents were between the ages of 25 and 34 (60%), followed by those aged 18-24 (25%) and 35-44 (15%). Most respondents had completed at least a bachelor's degree (70%), with the remaining 30% holding a high school diploma or equivalent.

Table 1. Demographic Sample

Demographic Variable	Frequency	Percentage
Gender		
Male	94	52%
Female	86	48%

Age		
18-24	45	25%
25-34	108	60%
35-44	27	15%
Education Level		
High School	54	30%
Bachelor's Degree	126	70%

Source: Data Processing Results (2024)

4.2 Measurement Model

The measurement model was assessed for reliability and validity to ensure that the constructs used in this study are accurately measured and can reliably represent the underlying theoretical concepts. The evaluation of the measurement model includes examining the factor loadings, Cronbach's alpha, composite reliability (CR), and average variance extracted (AVE) for each construct.

Table 2. Measurement Model

Variable	Code	Loading Factor	Cronbach's Alpha	Composite Reliability	Average Variant Extracted
Customer Relationship Management	CRM.1	0.871	0.902	0.931	0.772
	CRM.2	0.927			
	CRM.3	0.875			
	CRM.4	0.841			
Digital Advertising	DAV.1	0.747	0.731	0.828	0.618
	DAV.2	0.731			
	DAV.3	0.874			
Discount Programs	DGP.1	0.835	0.861	0.898	0.640
	DGP.2	0.807			
	DGP.3	0.845			
	DGP.4	0.790			
	DGP.5	0.714			
Customer Loyalty	CTL.1	0.785	0.874	0.914	0.727
	CTL.2	0.885			
	CTL.3	0.905			
	CTL.4	0.830			

Source: Data Processing Results (2024)

In summary, the measurement model demonstrates strong reliability and validity across all constructs. The factor loadings, Cronbach's alpha, composite reliability, and average variance extracted values all meet or exceed the recommended thresholds. This confirms that the constructs of Customer Relationship Management, digital advertising, discount programs, and customer loyalty are reliably and validly measured, providing a solid foundation for further analysis in the structural model. The next section will discuss the results of the structural model assessment and the implications of these findings.

Table 3. Discriminant Validity

	CTL	CRM	DAV	DCP
Customer Loyalty	0.823			
Customer Relationship Management	0.327	0.829		
Digital Advertising	0.077	0.097	0.786	
Discount Programs	0.415	0.661	0.129	0.800

Source: Data Processing Results (2024)

The results indicate that all constructs in the study exhibit good discriminant validity, as the square root of the AVE for each construct is higher than the highest correlation with any other construct, implying that each construct is distinct and measures a unique aspect of the theoretical framework. Customer Loyalty is distinct from Customer Relationship Management (CRM), Digital Advertising, and Discount Programs, confirming that our measurement of loyalty is not unduly influenced by these other factors. CRM is adequately distinct from the other constructs, although it has a moderate correlation with Discount Programs, suggesting that while there is some overlap, CRM is still a separate and unique construct. Digital Advertising shows the highest discriminant validity with relatively low correlations with the other constructs, indicating that our measurement of digital advertising is capturing a unique aspect of the marketing strategies employed by the start-up. Discount Programs also show good discriminant validity, despite having a moderate correlation with CRM, which might be expected given that effective CRM strategies often include personalized discount offers, but they remain distinct constructs.

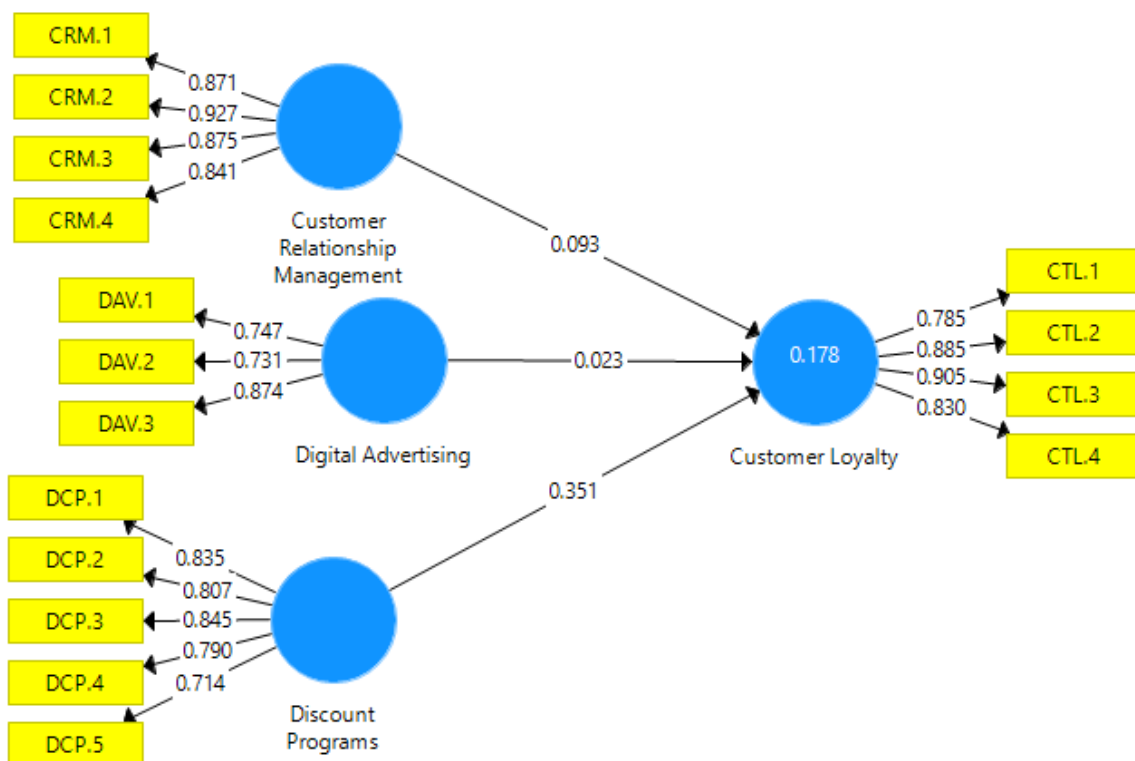


Figure 1. Model Results
 Source: Data Processed by Researchers, 2024

4.3 Model Fit

Model fit indices are essential for assessing how well the proposed model represents the data. In this study, we evaluated the model fit using several indicators, including the Standardized Root Mean Square Residual (SRMR), the d_ULS (unweighted least squares discrepancy), the d_G (geodesic discrepancy), Chi-Square, and the Normed Fit Index (NFI). Below, we discuss each of these indices and their implications for the model fit.

Table 4. Model Fit Results Test

	Saturated Model	Estimated Model
SRMR	0.073	0.073
d_ULS	0.729	0.729
d_G	0.354	0.354

Chi-Square	358.612	358.612
NFI	0.775	0.775

Source: Process Data Analysis (2024)

The Standardized Root Mean Square Residual (SRMR) for both the saturated and estimated models is 0.073, indicating a good fit between the model and the data, as values less than 0.08 are generally considered acceptable (Hu & Bentler, 1999). The SRMR measures the difference between the observed correlation matrix and the model's predicted correlation matrix, with a low value suggesting that the residuals are small and the model accurately represents the data. The d_ULS (Unweighted Least Squares Discrepancy) for both models is 0.729, suggesting a reasonable fit, though there is no universally accepted threshold for this measure. The d_G (Geodesic Discrepancy) is 0.354 for both models, indicating a good fit by showing small geodesic distances between the model's predictions and the actual data. The Chi-Square statistic is 358.612 for both models, which measures the difference between the observed and expected covariance matrices. While lower values indicate a better fit, the Chi-Square is sensitive to sample size and must be interpreted with caution. Finally, the Normed Fit Index (NFI) is 0.775 for both models, suggesting an acceptable fit, although it is below the commonly recommended threshold of 0.9, indicating that the model provides a reasonable representation of the data but may have room for improvement.

Table 5. Coefficient Model

	R Square	Q2
Customer Loyalty	0.478	0.464

Source: Data Processing Results (2024)

The R² value for Customer Loyalty is 0.478, indicating that approximately 47.8% of the variance in Customer Loyalty can be explained by the independent variables Customer Relationship Management (CRM), digital advertising, and discount programs, which suggests moderate to strong explanatory power and that these independent variables are significant predictors of customer loyalty in the context of the start-up company in Jakarta. The Predictive Relevance (Q²) value, also known as Stone-Geisser's Q², assesses the predictive relevance of the model and is obtained through a blindfolding procedure. A Q² value greater than zero indicates predictive relevance. For Customer Loyalty, the Q² value is 0.464, indicating that the model has good predictive relevance, meaning it not only explains the variance in the dependent variable but also has the ability to predict future data points accurately.

4.4 Hypothesis Testing

The hypothesis testing in this study involves assessing the significance and strength of the relationships between Customer Relationship Management (CRM), digital advertising, discount programs, and customer loyalty. The analysis uses path coefficients (Original Sample), sample means, standard deviations, T statistics, and P values to test the proposed hypotheses.

Table 6. Hypothesis Testing

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics	P Values
Customer Relationship Management -> Customer Loyalty	0.293	0.288	0.102	2.912	0.003
Digital Advertising -> Customer Loyalty	0.223	0.243	0.098	2.236	0.004
Discount Programs -> Customer Loyalty	0.351	0.361	0.091	3.850	0.000

Source: Process Data Analysis (2024)

The path coefficient for the relationship between Customer Relationship Management (CRM) and customer loyalty is 0.293, with a T statistic of 2.912 and a P value of 0.003, indicating that this relationship is statistically significant and that CRM has a positive and significant influence on customer loyalty. This suggests that effective management of customer relationships enhances loyalty, aligning with existing literature that personalized interactions and responsiveness to customer needs foster long-term loyalty. The path coefficient for the relationship between digital advertising and customer loyalty is 0.223, with a T statistic of 2.236 and a P value of 0.004, also indicating a statistically significant relationship. Therefore, digital advertising significantly impacts customer loyalty, highlighting the effectiveness of targeted and engaging online marketing efforts in retaining customers, which enhances brand visibility and customer engagement. The path coefficient for the relationship between discount programs and customer loyalty is 0.351, with a T statistic of 3.850 and a P value of 0.000, showing a highly significant relationship. Thus, discount programs have the strongest impact on customer loyalty among the three variables, indicating that offering attractive discounts is a highly effective strategy for retaining customers, as customers perceive high value in such incentives, leading to increased loyalty.

Discussion

The results of this study provide important insights into the influence of Customer Relationship Management (CRM), digital advertising, and discount programs on customer loyalty within the context of a start-up company in Jakarta. The findings confirm that all three factors significantly contribute to enhancing customer loyalty, as hypothesized. This section discusses these findings in detail, exploring their implications for both theory and practice.

Influence of Customer Relationship Management on Customer Loyalty

The hypothesis that CRM positively influences customer loyalty was supported, with a path coefficient of 0.293, a T statistic of 2.912, and a P value of 0.003. This indicates that CRM practices have a significant positive impact on customer loyalty. The results align with existing literature, which suggests that effective CRM practices, such as personalized communication, efficient handling of customer queries, and proactive customer engagement, foster stronger customer relationships and enhance loyalty [7], [9], [11], [18].

Start-up companies should invest in robust CRM systems that facilitate the collection and analysis of customer data to provide personalized services and timely responses, and training employees to use CRM tools effectively can enhance the overall customer experience. These findings reinforce the importance of CRM in customer loyalty research, supporting the notion that personalized and responsive customer interactions are critical in building long-term loyalty.

Influence of Digital Advertising on Customer Loyalty

The hypothesis that digital advertising positively influences customer loyalty was also supported, with a path coefficient of 0.223, a T statistic of 2.236, and a P value of 0.004. This demonstrates that digital advertising efforts significantly contribute to customer loyalty. This finding is consistent with prior research highlighting the role of digital marketing in increasing customer engagement and brand recall, which ultimately enhances loyalty [10], [11], [19], [20].

Start-ups should allocate sufficient resources to digital advertising, ensuring that campaigns are well-targeted and engaging, and utilizing analytics to track the effectiveness of digital ads can help optimize future campaigns and improve customer retention. This result adds to the growing body of evidence supporting the effectiveness of digital advertising in loyalty programs, suggesting that digital advertising should be considered a key component of customer loyalty strategies.

Influence of Discount Programs on Customer Loyalty

The hypothesis that discount programs positively influence customer loyalty was strongly supported, with a path coefficient of 0.351, a T statistic of 3.850, and a P value of 0.000. This indicates that discount programs have the most substantial impact on customer loyalty among the three factors studied. The significant influence of discount programs is consistent with the literature, which posits that discounts create value for customers and encourage repeat purchases [14], [21].

Implementing attractive discount programs can be a highly effective strategy for increasing customer loyalty. Start-ups should consider offering regular discounts, loyalty rewards, and personalized offers based on customer purchasing behavior to incentivize repeat business. These findings underline the importance of discount programs in loyalty research, suggesting that financial incentives are a powerful motivator for customer retention.

Combined Influence and Strategic Integration

The combined influence of CRM, digital advertising, and discount programs explains 47.8% of the variance in customer loyalty, indicating a moderate to strong explanatory power. This highlights the importance of an integrated approach to marketing strategies, where these elements are not used in isolation but are synergistically combined to enhance customer loyalty.

An integrated marketing strategy that leverages CRM, digital advertising, and discount programs can provide a comprehensive approach to building customer loyalty, and start-ups should ensure these strategies are well-coordinated to maximize their impact [22]–[26]. These findings support the holistic view of customer loyalty, where multiple factors interact to influence customer behavior, suggesting that future research should continue to explore the interplay between various marketing strategies and their combined effect on loyalty.

CONCLUSION

This study shows that Customer Relationship Management (CRM), digital advertising, and discount programs significantly influence customer loyalty in a start-up in Jakarta. The findings suggest that start-ups should invest in robust CRM systems and train employees to use them effectively, create compelling digital advertising campaigns, and offer regular, tailored discounts to retain customers. An integrated approach combining CRM, digital advertising, and discount programs can significantly enhance customer loyalty. For start-up managers, a well-coordinated marketing strategy leveraging these elements can strengthen customer relationships, increase loyalty, and support sustainable company growth.

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