

## Increasing Customer Loyalty through Customer Relationship Management Strategy MSME Dapoer Mom Alena

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### ABSTRACT

Business competition in the culinary sector requires Micro, Small, and Medium Enterprises (MSMEs) to build long-term relationships with customers to increase loyalty. One strategy that can be applied is Customer Relationship Management (CRM). This study aims to analyze the influence of Customer Orientation, Customer Interaction Management, Customer Retention, and Technology-Based CRM on Customer Loyalty in Dapoer Mom Alena MSMEs. This study uses a quantitative method with a descriptive approach. Data was obtained through the distribution of questionnaires to 80 customer respondents with purposive sampling techniques. The data was measured using the Likert scale and analyzed using SPSS through validity, reliability, classical assumptions, and multiple linear regression analysis. The results of the study show that Customer Orientation and Customer Retention have a positive and significant effect on Customer Loyalty. Meanwhile, Customer Interaction Management and Technology-Based CRM have a positive but not significant effect. These findings show that customer loyalty is more influenced by customer orientation and customer retention efforts than by managing interactions and utilizing technology. This research is expected to be an evaluation material for MSMEs in formulating a more effective and customer-oriented CRM strategy

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## **INTRODUCTION**

Significant growth but was faced with very tight market competition. The development of digital technology requires MSMEs to not only focus on product quality, but also on the ability to build and maintain long-term relationships with customers (Nabilah & Hernando, 2023).

MSMEs Dapoer Mom Alena, even though they are known for having quality products, face challenges in maintaining customer loyalty to make repeat purchases amid many competitors' choices. The need to increase Customer Loyalty is the main goal, and the implementation of Customer Relationship Management (CRM) strategies needs to be further analyzed to optimize relationships with customers.

The development of Customer Relationship Management (CRM) in MSMEs has received increasing attention in recent international studies. Recent research highlights that CRM implementation in the digital era plays a strategic role in strengthening customer engagement and long-term loyalty (Wahyudi et al., 2024; Walenta et al., 2023). CRM in Indonesian MSMEs must integrate customer orientation, interaction management, retention strategies, and digital support systems to create sustainable competitive advantages (Nabilah & Hernando, 2023).

CRM significantly influences customer loyalty when supported by customer satisfaction mechanisms (Zahida et al., 2023). These recent findings reinforce the importance of examining CRM dimensions in the context of culinary MSMEs, particularly in developing countries where digital transformation is rapidly evolving.

The main problem in this study is the extent to which the variables of Customer Orientation, Customer Interaction Management, Customer Retention, and Technology-Based CRM affect Customer Loyalty in Dapoer Mom Alena MSMEs. This research contains several questions asked, including: (1) how much does Customer Orientation affect Customer Loyalty, (2) how Customer Interaction Management affects Customer Loyalty, (3) how Customer Retention affects Customer Loyalty, and (4) whether Technology-Based CRM has a significant influence on Customer Loyalty.

This study aims to analyze the influence of the variables of Customer Orientation, Customer Interaction Management, Customer Retention, and Technology-Based CRM on increasing Customer Loyalty in Dapoer Mom Alena MSME customers. This goal provides an empirical overview of which CRM strategy variables are most effective in shaping customer loyalty in the culinary MSME sector.

This research has important relevance in the field of marketing management and MSME development in the digital era. There has been a discussion in previous research that highlights the importance of CRM, but studies that specifically test these four variables in an integrated manner on Customer Loyalty in the context of local culinary MSMEs are still limited. Thus, the gap in this study is a discussion related to how the combination of customer-oriented, interactive, retentive, and technology-supported CRM elements can strengthen customer loyalty in a sustainable manner.

Customer Orientation is defined as an organizational commitment to understanding and fulfilling customer needs to create superior value (Christian & Yoestini, 2023). Studies indicate that firms with strong customer orientation tend to achieve higher levels of loyalty due to improved satisfaction and emotional bonding.

Customer Interaction Management refers to structured communication and engagement processes between businesses and customers. Effective interaction enhances customer experience, although its direct influence on loyalty may depend on service consistency (Erwin et al., 2023).

Customer Retention represents strategic efforts to maintain long-term relationships through repeat purchase stimulation and consistent service quality (Hermawan, 2025). Empirical evidence suggests that retention strategies are strong predictors of sustainable loyalty, especially in MSMEs where relational closeness is essential.

Technology-Based CRM involves the utilization of digital platforms, databases, and social media to manage customer relationships efficiently (Wardati et al., 2024). Although digital CRM improves operational efficiency, its impact on loyalty varies depending on the intensity of customer engagement.

Based on the synthesis of previous studies, this research integrates four CRM dimensions into a unified conceptual framework to examine their simultaneous and partial effects on Customer Loyalty in culinary MSMEs. This integrated approach provides a more comprehensive understanding of CRM strategy effectiveness in local business contexts.

This study has a quantitative conceptual model that tests the causality relationship between variables using a census approach. The results of the research are expected to be a solution for Dapoer Mom Alena MSMEs in formulating a more effective and targeted CRM strategy, so that Customer Loyalty can increase and have a positive impact on business growth.

## LITERATURE REVIEW

### **Customer Relationship Management (CRM) in MSMEs**

Customer Relationship Management (CRM) is a strategic approach used by companies to manage interactions with customers to build long-term relationships and increase business performance. According to Quantitative, Qualitative, and R&D Research Methods by Sugiyono (2018), research-based business strategies must be supported by systematic data analysis to produce measurable outcomes, including CRM effectiveness.

In the context of MSMEs, CRM implementation has become increasingly important in the digital era. Customer Relationship Management (CRM) in Indonesian MSMEs – Literature Review by Nabilah & Hernando (2023) explains that CRM adoption among Indonesian MSMEs enhances competitiveness by integrating customer data, communication strategies, and service personalization. Similarly, Implementation of Customer Relationship Management (CRM) in MSME Actors by Wahyudi et al. (2024) emphasizes that digital CRM improves customer engagement and supports sustainable growth.

Furthermore, Customer Relationship Management CRM in the Digital Age: A Literature Analysis on Advantages and Implementation by Walenta et al.

(2023) highlights that CRM in the digital age enables automation, database management, and personalized marketing, which strengthen long-term customer relationships.

### **Customer Orientation and Customer Loyalty**

Customer orientation refers to an organization's commitment to understanding and fulfilling customer needs to create superior value. The Influence of Customer Orientation, Entrepreneurial Orientation, and Industrial Environment on Sharia Marketing Performance through Competitive Advantages in Seafood Processed MSMEs in Sidoarjo Regency by Christian & Yoestini (2023) found that strong customer orientation significantly improves marketing performance and competitive advantage.

Supporting this finding, The Role of Customer Orientation in Improving the Marketing Performance of Restaurant MSMEs in Sragen Regency by Fatonah et al. (2021) concluded that customer-oriented businesses achieve better customer satisfaction and repeat purchases.

Customer loyalty itself is closely linked to positive customer experiences. Literature Review of Consumer Behavior: Customer Loyalty, Repurchase and Buying Interest by Hermawan (2023) explains that loyalty is reflected in repeat purchases, recommendations, and resistance to competitors. Thus, customer orientation becomes a foundational element in building sustainable loyalty.

### **Customer Interaction Management**

Customer Interaction Management involves structured communication and engagement between businesses and customers. Effective interaction can enhance emotional bonds and satisfaction.

Customer Engagement for Culinary Businesses; The Contribution of Marketing Content and the Effects of Viral Marketing Campaigns by Erwin et al. (2023) demonstrates that active engagement through marketing content strengthens customer attachment in culinary businesses.

Similarly, Communication as a Business Strategy in Increasing Customer Loyalty at Internet Data Package Counters in Peterongan Jombang District by Setyawan (2023) found that communication quality significantly contributes to customer loyalty.

However, some studies suggest that interaction alone may not be sufficient. The Influence of Customer Relationship Management (CRM) on Customer Loyalty with Customer Satisfaction as an Intervening Variable by Zahida et al. (2023) indicates that interaction must be supported by customer satisfaction mechanisms to significantly impact loyalty.

### **Customer Retention**

Customer retention refers to strategic efforts to maintain long-term relationships and encourage repeat purchases. According to Customer Relationship Management and Customer Retention by Kankam Boadu (2019), retention strategies are more cost-effective than acquiring new customers and directly influence profitability.

The Impact of Loyalty Programs on Customer Retention in the Modern Retail Industry in Jakarta by Hermawan (2025) shows that loyalty programs significantly improve retention rates in retail industries.

Additionally, Customer Relationship Management Strategy in Retaining Customers at Grama Sphere Coffee Shop by Rizky et al. (2023) confirms that consistent service quality and personalized strategies are key determinants of customer retention in culinary MSMEs.

These findings indicate that retention plays a crucial role in forming sustainable customer loyalty, especially in small businesses where relational closeness is essential.

### Technology-Based CRM

Technology-Based CRM involves the use of digital platforms, databases, and social media to manage customer relationships efficiently. Correlation of Customer Relationship Management (CRM) and Social Media in Small and Medium Enterprises (SMEs) by Wardati et al. (2024) explains that CRM integrated with social media enhances communication efficiency and customer engagement.

Moreover, Utilization of Digital Technology and Management Innovation for Competitive MSMEs by Muzakar et al. (2024) states that digital transformation strengthens MSMEs' competitiveness through innovation and operational efficiency.

However, The Influence of Service Quality and E-CRM on Consumer Loyalty through Consumer Satisfaction by Prismantoro (2020) notes that technology alone does not guarantee loyalty unless accompanied by service quality and satisfaction. Thus, technology-based CRM acts as a supporting tool rather than the sole determinant of customer loyalty.

### Research Gap

Previous studies have generally examined CRM variables separately, such as customer orientation, retention, or technology usage. However, integrated studies that simultaneously test Customer Orientation, Customer Interaction Management, Customer Retention, and Technology-Based CRM in culinary MSMEs remain limited.

Therefore, this research contributes to the literature by integrating these four CRM dimensions into a unified conceptual framework to analyze their simultaneous and partial effects on Customer Loyalty in MSME Dapoer Mom Alena.

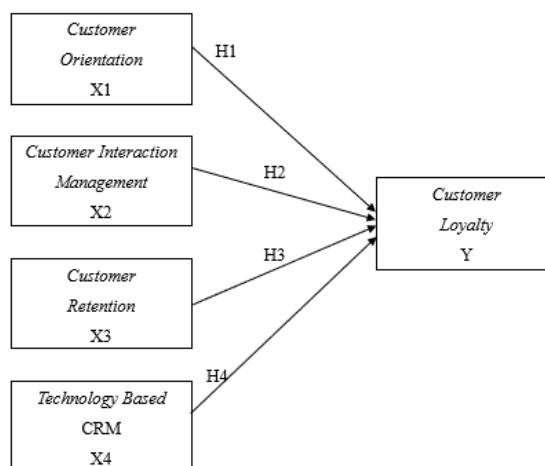


Figure 1. Research Conceptual Model

The image above is a conceptual model of the research, there are four independent variables, namely Customer Orientation, Customer Interaction Management, Customer Retention, and Technology-Based CRM. Customer Loyalty as a dependent variable.

## METHODOLOGY

This study uses a descriptive quantitative approach to analyze the relationship between the variables studied. The method used in this study is a survey with the distribution of questionnaires, focusing on customers of MSME Dapoer Mom Alena. The sample determination technique used is purposive sampling with specific criteria, namely customers who have made purchases at least twice, ensuring that respondents have sufficient experience in evaluating CRM practices.

Primary data were collected through the distribution of structured questionnaires to 80 respondents. The questionnaire uses a five-point Likert scale (1 = strongly disagree to 5 = strongly agree) to measure the variables of Customer Orientation, Customer Interaction Management, Customer Retention, Technology-Based CRM, and Customer Loyalty. The sample size determination refers to Hair et al.'s recommendation that multivariate analysis requires a minimum of 5–10 times the number of indicators. Supporting data were obtained from literature studies of relevant journals and publications to strengthen the theoretical foundation.

The collected data were analyzed using SPSS software. The analysis procedures included validity tests (Corrected Item-Total Correlation), reliability tests (Cronbach's Alpha), descriptive analysis, and classical assumption tests (normality, multicollinearity, and heteroscedasticity). Hypothesis testing was conducted using Multiple Linear Regression Analysis, including the coefficient of determination ( $R^2$ ), F-test (simultaneous effect), and t-test (partial effect) to determine the influence of each independent variable on Customer Loyalty.

## RESULT

### Validity and Reliability Test Results

A validity test is conducted to measure the validity of each item (question) in the questionnaire. An item is declared Valid if the value of  $r$  calculated (Corrected Item-Total Correlation) is greater than the  $r$  of the table. ( $r$  table ( $N=80$ ;  $\alpha =0.05$ ) = 0.220)

Data analysis was carried out using the SPSS application. The following are the results of the validity test of each indicator of the research variable:

. Table 1. Validity Test Results

| Variable                  | Item (Code) | Calculation | $r$ table (0.220) | Remarks |
|---------------------------|-------------|-------------|-------------------|---------|
| Customer Orientation (X1) | X1.1        | 0,866       | 0,220             | Valid   |
|                           | X1.2        | 0,867       | 0,220             | Valid   |
|                           | X1.3        | 0,830       | 0,220             | Valid   |
|                           | X1.4        | 0,854       | 0,220             | Valid   |
|                           | X1.5        | 0,843       | 0,220             | Valid   |

| Variable                             | Item (Code) | Calculation | r table (0.220) | Remarks |
|--------------------------------------|-------------|-------------|-----------------|---------|
| Customer Interaction Management (X2) | X2.1        | 0,804       | 0,220           | Valid   |
|                                      | X2.2        | 0,857       | 0,220           | Valid   |
|                                      | X2.3        | 0,852       | 0,220           | Valid   |
|                                      | X2.4        | 0,877       | 0,220           | Valid   |
|                                      | X2.5        | 0,865       | 0,220           | Valid   |
| Customer Retention (X3)              | X3.1        | 0,808       | 0,220           | Valid   |
|                                      | X3.2        | 0,854       | 0,220           | Valid   |
|                                      | X3.3        | 0,843       | 0,220           | Valid   |
|                                      | X3.4        | 0,840       | 0,220           | Valid   |
|                                      | X3.5        | 0,843       | 0,220           | Valid   |
| Technology Based CRM (X4)            | X4.1        | 0,869       | 0,220           | Valid   |
|                                      | X4.2        | 0,805       | 0,220           | Valid   |
|                                      | X4.3        | 0,849       | 0,220           | Valid   |
|                                      | X4.4        | 0,861       | 0,220           | Valid   |
|                                      | X4.5        | 0,834       | 0,220           | Valid   |
| Customer Loyalty (Y)                 | Y.1         | 0,844       | 0,220           | Valid   |
|                                      | Y.2         | 0,866       | 0,220           | Valid   |
|                                      | Y.3         | 0,867       | 0,220           | Valid   |
|                                      | Y.4         | 0,830       | 0,220           | Valid   |
|                                      | Y.5         | 0,854       | 0,220           | Valid   |

Based on the table above, all question items (items) from the variables Customer Orientation, Customer Interaction Management, Customer Retention, Technology Based CRM, and Customer Loyalty have a calculated r value greater than the r of the table (0.220). Thus, all questionnaire items are declared Valid and can be used for further data collection.

Reliability tests are used to measure the consistency and stability of instruments in measuring a construct. An instrument is declared Reliable if the resulting Cronbach's Alpha ( $\alpha$ ) value is greater than the standard value (generally 0.70).

. Table 2. Reliability Test Results

| Variable                             | Cronbach's Alpha | Standard Value ( $\alpha > 0.70$ ) | Remarks  |
|--------------------------------------|------------------|------------------------------------|----------|
| Customer Orientation (X1)            | 0,904            | 0,70                               | Reliable |
| Customer Interaction Management (X2) | 0,907            | 0,70                               | Reliable |
| Customer Retention (X3)              | 0,885            | 0,70                               | Reliable |

| Variable                  | Cronbach's Alpha | Standard Value ( $\alpha > 0.70$ ) | Remarks  |
|---------------------------|------------------|------------------------------------|----------|
| Technology Based CRM (X4) | 0,891            | 0,70                               | Reliable |
| Customer Loyalty (Y)      | 0,896            | 0,70                               | Reliable |

The results of the reliability test showed that Cronbach's Alpha value for all research variables (Customer Orientation, Customer Interaction Management, Customer Retention, Technology Based CRM, and Customer Loyalty) was above 0.70. Therefore, all research instruments are declared reliable and have good internal consistency to measure the variables being studied.

Normality Test Results (One Sample Kolmogorov Smirnov)

The normality test was carried out on the residual value of the regression model, not on the value of individual independent or dependent variables. This test aims to ensure that residual data is distributed normally.

Testing Criteria:

If Asymp. Sig. (2-tailed) > 0.05, is a Normal distributed residual.

If Asymp. Sig. (2-tailed)  $\leq$  0.05, then the residual is not distributed Normal.

Table 3. Normality Test Results

|                                 | Unstandardized Residual |
|---------------------------------|-------------------------|
| N (Number of Samples)           | 80                      |
| <b>Normal Parameters</b>        |                         |
| Red                             | 0,0000000               |
| Std. Deviation                  | 1,13887303              |
| <b>Most Extreme Differences</b> |                         |
| Absolute                        | 0,055                   |
| Positive                        | 0,044                   |
| Negative                        | -0,055                  |
| <b>Kolmogorov-Smirnov Z</b>     | 0,055                   |
| <b>Asymp. Sig. (2-tailed)</b>   | 0,200                   |

Based on the results of the Kolmogorov-Smirnov test in the table above:

1. Asymp value. The Sig. (2-tailed) obtained is 0.200.
2. A value of 0.200 is greater than the assigned significance level ( $\alpha = 0.05$ ).

With a significance value exceeding 0.05, it can be concluded that the residual data in the multiple regression model is normally distributed. Therefore, the assumption of normality is met, and regression analysis can be proceeded to other classical assumption tests.

**Determination Coefficient Test Results ( $R^2$ )**

The Coefficient of Determination test was conducted to find out how much the ability of the independent variables as a whole (*Customer Orientation,*

*Customer Interaction Management, Customer Retention, and Technology Based CRM*) to explain the variation of dependent variables (*Customer Loyalty*).

Table 4. Model Summary Results

| Models | R     | R Square | Adjusted R Square | Std. Error of the Estimate |
|--------|-------|----------|-------------------|----------------------------|
| 1      | 0,924 | 0,854    | 0,846             | 1,169                      |

Based on the *Model Summary table*:

1. The value of the Determination Coefficient ( $R^2$ ) is 0.846. This means that 84.6% of the variation of *Customer Loyalty* (Y) can be explained by variations from all four independent variables (X1, X2, X3, X4).
2. The remaining 15.4% (100% - 84.6%) is explained by other factors or variables not examined in this model.
3. The Adjusted R Square value of 0.846 indicates that this regression model has strong predictive power.

**Results of Simultaneous Significance Test (F Test)**

The F test is performed to test whether all independent variables together (simultaneously) have a significant influence on the dependent variables.

Test Criteria: If the Sig. value < 0.05, then H0 is rejected, meaning that the independent variables simultaneously have a significant effect.

Table 5. F Test Results (ANOVA)

| Models     | Sum of Squares | df | Mean Square | F       | Sig.    |
|------------|----------------|----|-------------|---------|---------|
| Regression | 597,022        | 4  | 149,255     | 109,248 | < 0.001 |
| Residual   | 102,466        | 75 | 1,366       |         |         |
| Total      | 699,487        | 79 |             |         |         |

Based on the ANOVA table:

1. The F-value of the calculation is 109.248. (F table at  $\alpha = 0.05$ ;  $df_{1=4}$ ;  $df_{2=75}$  is = 2.494). Since  $109,248 > 2,494$ , the result is significant.
2. The Sig. value is < 0.001. This value is less than 0.05.

Customer Orientation (X1), Customer Interaction Management (X2), Customer Retention (X3), and Technology Based CRM (X4) simultaneously (together) and significantly affect Customer Loyalty (Y).

**Partial Significance Test Results (T Test)**

The T test is carried out to test whether each independent variable partially (individually) has a significant effect on the dependent variable.

Test Criteria: If the Sig. value < 0.05, then H0 is rejected, meaning that the variable has a significant effect.

Table 6. T Test Results (Coefficients)

| Models | Variable                             | B (Unstandardized Coef.) | Std. Error | t     | Sig.  | Remarks       |
|--------|--------------------------------------|--------------------------|------------|-------|-------|---------------|
| 1      | (Constant)                           | 0,426                    | 0,740      | 0,576 | 0,566 |               |
|        | Customer Orientation (X1)            | 0,269                    | 0,109      | 2,472 | 0,016 | Sig. Positive |
|        | Customer Interaction Management (X2) | 0,160                    | 0,107      | 1,489 | 0,141 | Positive      |
|        | Customer Retention (X3)              | 0,347                    | 0,120      | 2,891 | 0,005 | Sig. Positive |
|        | Technology Based CRM (X4)            | 0,181                    | 0,122      | 1,477 | 0,144 | Positive      |

Based on the Coefficients table:

1. Customer Orientation (X1): Sig. value 0.016 < 0.05. The t-value is calculated as 2.472 > 1.992 (t table).
2. Customer Interaction Management (X2): Sig. value 0.141 > 0.05. The t-value is calculated as 1.489 < 1.992 (t table).
3. Customer Retention (X3): Sig. value 0.005 < 0.05. The t-value is calculated as 2.891 > 1.992 (t table).
4. Technology Based CRM (X4): Sig. value 0.144 > 0.05. Calculated t-value 1.477 < 1.992

## DISCUSSION

### Customer Orientation to Customer Loyalty

The results of the first hypothesis test showed that Customer Orientation had a positive and significant effect on Customer Loyalty, so H1 was accepted. This finding indicates that the higher the orientation of MSMEs to customer needs and satisfaction, the higher the customer loyalty. Based on the descriptive analysis of the questionnaire, most respondents gave high-scale answers to Customer Orientation items, especially to statements related to attention to customer needs and MSMEs' willingness to receive input.

This shows that customers feel the commitment of Dapoer Mom Alena MSMEs in understanding customer desires. If it is associated with the characteristics of the respondents, the majority of respondents are customers who have made a purchase more than once. This condition reinforces the finding that customer orientation plays an important role in building long-term relationships. Customers who feel cared for tend to have stronger emotional bonds and exhibit loyal behaviors, such as making repeat purchases and recommending to others. These findings are in line with relational marketing theory which states that customer orientation is the main foundation in creating long-term loyalty, especially in the MSME sector that relies on close relationships with customers.

### Customer Interaction Management to Customer Loyalty

The results of the second hypothesis test showed that Customer Interaction Management had a positive but not significant influence on Customer Loyalty, so

H2 was rejected. This variable has a positive regression coefficient value, but the significance value is above the set limit, so statistically it has not been able to prove a strong influence on customer loyalty.

Based on the results of the questionnaire, some respondents gave fairly high-scale answers to statements related to the ease of contacting MSMEs, speed of response to questions or complaints, and personal interactions. However, these positive assessments are not strong enough to directly encourage the formation of customer loyalty.

This condition is relevant to the characteristics of culinary MSME customers who generally prioritize product quality and price over interaction aspects. Thus, although customer interaction management is considered to be quite good and provides a positive experience, this factor has not been the main determinant in increasing customer loyalty in the midst of many competitor choices. These results show that Customer Interaction Management needs to be supported by other factors in order to have a significant influence on customer loyalty.

#### **Customer Retention vs. Customer Loyalty**

The results of the third hypothesis test show that Customer Retention has a positive and significant effect on Customer Loyalty, so H3 is accepted. These findings indicate that MSMEs' efforts to retain customers contribute directly to the formation of loyalty.

Based on the distribution of questionnaire answers, the majority of respondents gave high-scale answers to statements related to the intention to make a repeat purchase and the willingness of customers to continue to choose Dapoer Mom Alena over competitors.

This shows that customers have a tendency to survive and make these MSMEs the main choice. Associated with respondent characteristics, customers who have had a positive experience before tend to show higher loyalty. Retention efforts such as consistent product quality and satisfactory service play a role as a reinforcing factor in retaining customers. These findings support the concept that customer loyalty is not only formed from momentary transactions, but through an ongoing process that emphasizes satisfaction and a consistently positive experience.

#### **Technology Based CRM on Customer Loyalty**

The results of the fourth hypothesis test showed that Technology-Based CRM had a positive but not significant effect on Customer Loyalty, so H4 was rejected. This shows that the use of technology in customer relationship management has not been able to have a meaningful impact in increasing the loyalty of Dapoer Mom Alena MSME customers. Based on the results of the questionnaire, some respondents gave a fairly high scale answer to statements related to the ease of ordering, the use of digital media, and communication through technology platforms, but it has not shown a strong enough intensity to significantly affect loyalty.

These findings indicate that while customers respond positively to the application of technology that facilitates interactions and transactions, these factors have not been a key consideration in shaping customer loyalty. If associated with the characteristics of respondents, the majority of Dapoer Mom Alena MSME customers are active users of digital technology, so the use of technology tends to

be considered a natural thing and no longer a special added value. Thus, technology plays more of an operational support role than a determining factor in customer loyalty. These results show that in the context of MSMEs, increasing customer loyalty does not only depend on the use of technology, but is also influenced by other factors such as product quality, service, and personal relationships with customers.

## CONCLUSION AND RECOMMENDATION

The influence of Customer Orientation, a strategy that puts customers as the main focus has been proven to have a positive and significant effect on customer loyalty. This is shown by Dapoer Mom Alena's ability to meet the preferences or special demands of consumers, which is highly appreciated especially by the housewife segment. The Influence of Customer Interaction Management, the management of customer interactions currently has a positive but not significant effect on customer loyalty. Although access to communication is easy, the interactions that are established are still considered transactional and have not been able to build strong emotional bonds. The influence of Customer Retention, efforts to retain existing customers through consistent product and service quality, has a crucial role and has a significant effect on loyalty. Consumers have strong plans to continue using Dapoer Mom Alena products in the future. The influence of Technology-Based CRM, the use of technology has a positive but not significant effect on loyalty. The use of social media and messaging apps today is still very simple and has not been optimally integrated to manage customer data strategically. Customer loyalty in MSMEs is dominated by women (77.5%) with an age range of 26-35 years, the majority of whom work as housewives...

## SUGGESTION

Further research is suggested to add other variables that have the potential to affect Customer Loyalty. In addition, research can be conducted on MSMEs with different business scales or sectors, as well as using qualitative or mixed research methods to gain a deeper understanding of customer behavior.

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