

The Influence of Customer Relationship Marketing and Brand Image on Customer Loyalty with Customer Satisfaction as a Mediation Variable (Study on Starbucks Coffee Indonesia)



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ABSTRACT: Changes in consumer behavior are an ongoing phenomenon and are very important in the world of business, marketing and economics. Consumer behavior has new habits and lifestyles which have made fans of coffee drinking culture popular among the public. The business opportunity to open a coffee shop is one of the growing businesses in Indonesia. The large number of coffee shops in Indonesia makes business competition increasingly fierce and having loyal customers is one of the most important company assets. Starbucks is one of the largest coffee shop brands in Indonesia which really pays attention to marketing strategy and focuses more on customer relationships, namely Customer Relationship Marketing (CRM). Apart from CRM, brand image and brand loyalty also play an important role in differentiating a company and are powerful marketing tools mediated by customer satisfaction. The sample used in this research was 210 taken by purposive sampling. The data obtained were analyzed using structural equation modeling (SEM) analysis with the help of the AMOS 24 application. The research results show that the influence of customer relationship marketing has a significant positive effect on customer loyalty and customer satisfaction. Brand image has an insignificant positive effect on customer loyalty, but has a significant effect on customer satisfaction. Customer satisfaction has a significant positive effect on customer loyalty.

KEYWORDS: Customer Relationship Marketing, Customer Loyalty, Customer Satisfaction, Brand Image.

I. INTRODUCTION

Changes in consumer behavior are an ongoing phenomenon and are very important in the world of business, marketing and economics (Lesmana, 2023). Factors such as culture, social, economic, technological and environmental also trigger changes in consumer behavior (Šostar & Ristanović, 2023). Understanding these changes is important for companies to be able to develop effective marketing strategies and compete in the market (White et al., 2019; Pola et al., 2021). In the service sector, including the fast food industry such as coffee shops, changes in consumer behavior patterns also influence business competition conditions (Moron, 2022). Coffee has become an important part of culture for Indonesian people, with drinking coffee not only as a habit in the morning but also at other times (Krisnamurti, 2012; Andreani, 2017). This phenomenon encourages many entrepreneurs to open coffee shops, creating intense competition in this industry (Dhisasmito, 2020).

In this intense competition, service quality and customer orientation are key (Moron, 2021). Starbucks, as one of the pioneers in the coffee shop industry, stands out with its focus on long-term relationships with customers through Customer Relationship Marketing (Gupta, 2018). Starbucks treats employees well and offers the best service to customers (Starbucks.id).

Starbucks' success is reflected in its global expansion, including to Asian countries such as Indonesia (Statista, 2023). Starbucks Coffee Indonesia has built strong relationships with customers through various strategies, including loyalty programs such as the Starbucks Rewards Card (Andreani, 2017). This program provides customers with various benefits, including discounts, gifts and access to exclusive services (Starbucks.co.id). Starbucks Indonesia has succeeded in gaining a significant market share, as evidenced by its position as the second largest coffee shop in Indonesia (Snapchart, 2023). Even though it has fewer outlets than some of its competitors, Starbucks Indonesia wins the hearts of customers with its strong brand image and high revenues (Databoks, 2023). By focusing on customer relationships and product quality, Starbucks remains the main choice for customers, as proven by its achievements as a top brand in the Indonesian coffee shop market (topbrand_award.com, 2023). Starbucks'

The Influence of Customer Relationship Marketing and Brand Image on Customer Loyalty with Customer Satisfaction as a Mediation Variable (Study on Starbucks Coffee Indonesia)

commitment to building customer loyalty continues to be the main focus in its business operations (Moron, 2022). With these efforts, Starbucks remains relevant in a changing and competitive market.

Customer Relationship Marketing (CRM)

Customer Relationship Marketing (CRM) is a marketing activity that aims to manage all aspects related to customers, store customer information, and record contact between customers and the company (Agrawal & Mittal, 2019). CRM is becoming increasingly important as customer needs increase, which encourages companies to create systems that are able to meet customer demands and maintain relationships with them (Nurcahyo et al., 2020). CRM is recognized as an effective marketing method for maintaining customer loyalty, with advantages in financial, social and structural aspects (Fernando et al., 2023). By implementing the CRM method, companies can more easily maintain relationships with customers and build loyalty to their products (Setiawati et al., 2019).

Research by Lokesh & Vasantha (2022) found that Customer Relationship Marketing has a positive and significant impact on customer loyalty through satisfaction. However, research conducted by Pradana (2018) shows that the influence of Customer Relationship Marketing on customer loyalty through satisfaction has an insignificant negative impact. Nonetheless, it is important to remember that apart from CRM, brand image also plays an important role in differentiating a company and is a powerful marketing tool.

Brand Image

Brand image is a perception about a brand that is formed from associations stored in the buyer's mind (Dam & Dam, 2021). A strong brand image helps a company understand brand needs and differentiate it from competitors, increasing the likelihood of purchase by customers (Dam & Dam, 2021). Companies that consistently maintain a positive image for their brands can gain a strong position in the hearts of customers, sustainable competitive advantage, and increase market share (Dam & Dam, 2021). In intense business competition, companies must create something different to stand out (Phuoc, 2020). One way is to form a good brand image in the eyes of consumers to differentiate the company's products from its competitors (Deheshti et al., 2016). Maintaining a brand image is a crucial part of a company's marketing strategy and brand program (Keller, 2016). A study by Dam & Dam (2021) shows that brand image has a significant positive effect on customer loyalty through customer satisfaction, although there is research that shows the opposite effect, as stated by Kurniawan (2020). Apart from brand image, customer loyalty is also very important for business success (Khan, 2020).

Customer Loyalty

Customer loyalty, which is a customer's commitment and positive attitude towards a company, involves repeat purchases of products and support for the company (Lin & Yin, 2022). Although various situational and marketing influences can lead customers to switch, loyalty still reflects a commitment to repurchase a product or service (Lokesh & Vasantha, 2022). Focusing on customer loyalty is important because it contributes to improving financial performance and maintaining business continuity (Nguyen-Phuoc et al., 2020). The importance of customer satisfaction cannot be ignored in maintaining business continuity (Lin & Yin, 2022).

Customer Satisfaction

Customer satisfaction is an important parameter for evaluating a company's success and is significantly influenced by customer behavior such as repurchase and word of mouth (Dam&Dam, 2021). Starbucks offers a unique concept to customers by changing the coffee drinking experience and serving various types of quality coffee (Santi, 2017). Starbucks Coffee Indonesia's collaboration with BCA Bank, which offers special promotions with BCA credit cards, is one strategy to increase customer satisfaction (Santi, 2017).

II. METHODOLOGY

This research uses a quantitative research design based on the philosophy of positivism with quantitative data analysis (Alfian & Susanti, 2023). This research is a type of causal research that uses a cross-sectional approach, where data is collected in one time period (Hair et al., 2019; Malhotra, 2010). Primary data was obtained through questionnaires distributed to Indonesian Starbucks consumers, while secondary data was obtained from various sources such as scientific articles and the internet (Yuliasti & Cyasmoro, 2023; Fathullah et al., 2023).

The data collection method involves the use of a questionnaire with a Likert measurement scale to assess the respondent's level of agreement (Sugiyono, 2019). The research sample was taken using a purposive sampling method, where the sample was selected based on certain criteria in accordance with the research objectives (Sekaran, 2017). The number of samples required for

The Influence of Customer Relationship Marketing and Brand Image on Customer Loyalty with Customer Satisfaction as a Mediation Variable (Study on Starbucks Coffee Indonesia)

this research is 210 respondents, divided proportionally based on the number of Starbucks outlets in each region of Indonesia (Hair et al., 2014).

The calculation results show that the number of samples in each region is as follows: Western Indonesia (179 samples), Central Indonesia (30 samples), and Eastern Indonesia (1 sample) (Sekaran, 2017). This research targets Indonesian Starbucks consumers with a minimum age of 17 years and who have a Starbucks Rewards Card (Hair et al., 2014). This method is expected to provide a representative picture of Starbucks customer satisfaction and loyalty in various regions of Indonesia.

III. RESULTS AND DISCUSSION

Convergent Validity Test and Reliability Test

The results of the validity and reliability test of this research instrument were carried out to ensure the reliability and validity of the data used. Validity tests include convergent and discriminant validity. For convergent validity, all indicators in the research variables have loading factor values and Average Variance Extracted (AVE) values greater than 0.5, indicating that the instruments used are valid for measuring the variables. Next, the discriminant validity test was carried out by comparing the cross loading and correlation values between variables. The results show that the AVE root value of each variable is greater than the correlation value with other variables, confirming that the research instrument is able to differentiate between variables well. In addition, reliability tests were carried out using Cronbach's Alpha and Composite Reliability. The results show that the Cronbach's Alpha and Composite Reliability values for all variables are greater than 0.6, indicating that the research instruments are reliable and trustworthy in measuring the variables studied. The results are shown in table 1 below:

Table 1. Results of Convergent Validity Test and Reliability Test

Variable	Indicator	Estimate	AVE	Cut Off	Information
<i>Customer Relationship Marketing (X1)</i>	X1_1	0.831	0.64	0.5	Valid
	X1_2	0.807		0.5	Valid
	X1_3	0.807		0.5	Valid
	X1_4	0.816		0.5	Valid
	X1_5	0.782		0.5	Valid
	X1_6	0.739		0.5	Valid
<i>Brand Image (X2)</i>	X2_1	0.885	0.68	0.5	Valid
	X2_2	0.891		0.5	Valid
	X2_3	0.793		0.5	Valid
	X2_4	0.920		0.5	Valid
	X2_5	0.581		0.5	Valid
<i>Customer Satisfaction (Z)</i>	Z1	0.859	0.67	0.5	Valid
	Z2	0.813		0.5	Valid
	Z3	0.777		0.5	Valid
<i>CustomersLoyalty (Y)</i>	Y1	0.791	0.66	0.5	Valid
	Y2	0.818		0.5	Valid
	Y3	0.808		0.5	Valid
	Y4	0.813		0.5	Valid
	Y5	0.836		0.5	Valid
	Y6	0.842		0.5	Valid
	Y7	0.778		0.5	Valid

Variable	X1	X2	Z	Y
X1	0.798			
X2	0.741	0.823		
Z	0.673	0.659	0.817	
Y	0.765	0.742	0.703	0.813

The Influence of Customer Relationship Marketing and Brand Image on Customer Loyalty with Customer Satisfaction as a Mediation Variable (Study on Starbucks Coffee Indonesia)

Variable	Cronbach's Alpha	Composite Reliability	Cut Off	Information
X1	0.912	0.927	0.6	Reliable
X2	0.908	0.917	0.6	Reliable
Z	0.886	0.904	0.6	Reliable
Y	0.945	0.954	0.6	Reliable

Source: Primary Data (2023)

Structural Model Test Results

Model suitability test results (goodness of fit) in the structural equation modeling (SEM) will be described in the table 2 below:

Table 2. Results of Goodness of Fit

Index	Goodness Of Fit	Cut Off Value	Information
CMIN/df	1,490	≤ 5	Good Fit
GFI	0.905	≥ 0.9	Good fit
RMR	0.29	≤ 0.5	Good fit
RMSEA	0.48	≤ 0.08	Good fit
TLI	0.974	≥ 0.9	Good fit
NFI	0.936	≥ 0.9	Good fit
AGFI	0.902	≥ 0.9	Good fit
RFI	0.925	≥ 0.9	Good fit
CFI	0.978	≥ 0.9	Good fit

Source: Primary Data (2024)

Hypothesis Testing

The results of the analysis can be seen through the summary in Table 3 below:

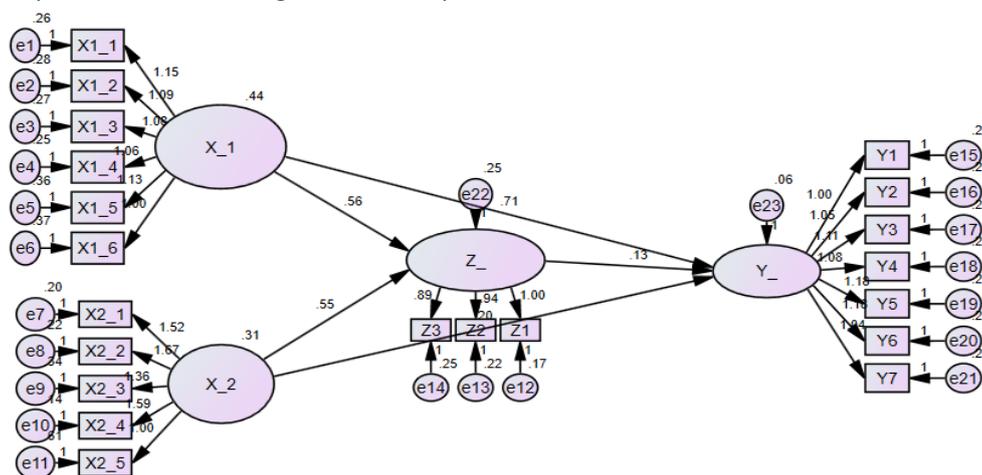


Figure 1. Standardized Solution (Overall Model)

Source: Primary Data (2024)

The results of hypothesis testing in this research used Structural Equation Modeling (SEM) processed through the LISREL application with hypothesis test results as follows:

Based on Figure 1, it shows the results of a positive relationship and significant relationship between variables are described in the table below:

The Influence of Customer Relationship Marketing and Brand Image on Customer Loyalty with Customer Satisfaction as a Mediation Variable (Study on Starbucks Coffee Indonesia)

Table 4. Results of Hypothesis Testing

Hypothesis	Path	Standardized Coefficients	CR	P value	Information
H1	$X1 \rightarrow Y$	0.760	8,422	0,000	Accepted
H2	$X2 \rightarrow Y$	0.071	1,127	0.260	Rejected
H3	$X1 \rightarrow Z$	0.478	5,148	0,000	Accepted
H4	$X2 \rightarrow Z$	0.353	3,777	0,000	Accepted
H5	$Z \rightarrow Y$	0.157	2,451	0.014	Accepted
H6	$X1 \rightarrow Z \rightarrow Y$	0.075	0.042	0.045	Accepted
H7	$X2 \rightarrow Z \rightarrow Y$	0.056	0.036	0.047	Accepted

Source: Primary Data (2024)

Based on Table 4 above, the results of hypothesis analysis are as follows:

1. Testing the influence of Customer Relationship Marketing (X1) on Customer Loyalty (Y) produces a p value of <0.001. The test results show that the p value (0.000) < level of significance (alpha = 5%). This means that at a real level of 5% it can be stated that there is a significant influence of Customer Relationship Marketing on Customer Loyalty. The path coefficient for Customer Relationship Marketing is 0.760, indicating that Customer Relationship Marketing has a positive effect on Customer Loyalty.
2. Testing the influence of Brand Image (X2) on Customer Loyalty (Y) produces a p value of 0.260. The test results show that the p value (0.260) > level of significance (alpha = 5%). This means that at a real level of 5% it can be stated that there is an insignificant influence of Brand Image on Customer Loyalty. The path coefficient for Brand Image is 0.071, indicating that Brand Image has a positive effect on Customer Loyalty.
3. Testing the influence of Customer Relationship Marketing (X1) on Customer Satisfaction (Z) produces a p value of <0.001. The test results show that the p value (0.000) < level of significance (alpha = 5%). This means that at a real level of 5% it can be stated that there is a significant influence of Customer Relationship Marketing on Customer Satisfaction. The path coefficient for Customer Relationship Marketing is 0.478, indicating that Customer Relationship Marketing has a positive effect on Customer Satisfaction.
4. Testing the influence of Brand Image (X2) on Customer Satisfaction (Z) produces a p value of <0.001. The test results show that the p value (0.000) > level of significance (alpha = 5%). This means that at a real level of 5% it can be stated that there is a significant influence of Brand Image on Customer Satisfaction. The path coefficient for Perceived Usefulness is 0.353, indicating that Brand Image has a positive effect on Customer Satisfaction.
5. Testing the effect of Customer Satisfaction (Z) on Customer Loyalty (Y) produces a p value of 0.014. The test results show that the p value (0.014) > level of significance (alpha = 5%). This means that at a real level of 5% it can be stated that there is a significant influence of Customer Satisfaction on Customer Loyalty. The path coefficient for Customer Satisfaction is 0.157, indicating that Customer Satisfaction has a positive effect on Customer Loyalty.
6. Testing the influence of Customer Relationship Marketing (X1) on Customer Loyalty (Y) through Customer Satisfaction (Z) produces a p value of 0.045. The test results show that the p value (0.045) > level of significance (alpha = 5%). This means that at a real level of 5% it can be stated that there is a significant influence of Customer Relationship Marketing on Customer Loyalty through Customer Satisfaction, or in other words that the Customer Satisfaction variable is able to mediate the influence of Customer Relationship Marketing on Customer Loyalty. It can be seen from the table that the coefficient has a positive value of 0.075, which means that Customer Satisfaction is able to mediate positively between Customer Relationship Marketing and Customer Loyalty.
7. Testing the influence of Brand Image (X2) on Customer Loyalty (Y) through Customer Satisfaction (Z) produces a p value of 0.047. The test results show that the p value (0.047) > level of significance (alpha = 5%). This means that at a real level of 5% it can be stated that there is no significant influence of Brand Image on Customer Loyalty through Customer Satisfaction, or in other words that the Customer Satisfaction variable is able to mediate the influence of Brand Image on Customer Loyalty. It can be seen from the table that the coefficient has a positive value of 0.056, which means that Customer Satisfaction is able to positively mediate Brand Image on Customer Loyalty.

The Influence of Customer Relationship Marketing and Brand Image on Customer Loyalty with Customer Satisfaction as a Mediation Variable (Study on Starbucks Coffee Indonesia)

DISCUSSION

The Influence of Customer Relationship Marketing (X1) on Customer Loyalty (Y)

The result shows significance with a p value <0.001 , indicating a strong positive influence with a path coefficient of 0.760. This finding is consistent with previous research which confirms that good implementation of Customer Relationship Marketing (CRM) can increase customer loyalty (Khan et al., 2020). Starbucks Coffee is a successful example in this regard, with its CRM program, Starbucks Rewards Card, which is effective in conveying product information and reaching target consumers, especially young people who are technologically active (Sofi et al., 2020). This program provides customers with easier and faster access to the latest information, increases interaction, and ultimately, strengthens customer loyalty, which is a valuable asset for organizations (Sofi, Maraj et al., 2020).

The influence of Brand Image (X2) on Customer Loyalty (Y) at Starbucks Coffee Indonesia

The result shows insignificant results with a p value of 0.260, indicating a limited effect. Even though the path coefficient shows a positive influence of 0.071, this confirms that increasing Brand Image does not significantly increase customer loyalty. This finding is in line with the results of previous research which also shows that brand image does not have a significant impact on loyalty (Kurniawan, 2020). Even though Starbucks has a strong brand image globally, in Indonesia, its reputation is not enough to build customer loyalty, especially because respondents' perceptions about Starbucks' reputation are not yet able to create loyalty. In the midst of competition in the Indonesian coffee shop industry, where price is also a consideration, Starbucks' reputation as a premium coffee brand is not always a determining factor for consumers in choosing, especially if there are other options that are more affordable in price (Dam & Dam, 2021).

Testing the influence of Customer Relationship Marketing (X1) on Customer Satisfaction (Z) at Starbucks Coffee Indonesia

The result shows a significant influence with p value <0.001 , indicating a strong influence. The path coefficient of 0.478 indicates a positive influence, indicating that the higher the Customer Relationship Marketing, the higher the level of customer satisfaction. These results are consistent with previous research which shows a significant positive influence between CRM and customer satisfaction (Sofi et al., 2020). Starbucks Coffee is proven to fulfill its promises to customers through its CRM program, especially through the Starbucks Rewards Card, which helps strengthen relationships with customers and increase customer satisfaction. This program makes it easy for customers to obtain promotions and quality services, so that customers feel satisfied and are encouraged to buy Starbucks products. Thus, Starbucks' CRM program helps increase customer satisfaction by fulfilling their promises and providing friendly and uncomplicated service (Sofi et al., 2020).

Testing the influence of Brand Image (X2) on Customer Satisfaction (Z) at Starbucks Coffee Indonesia

The result shows a significant influence with p value <0.001 , indicating a strong influence. The path coefficient of 0.353 indicates a positive influence, indicating that the higher the Brand Image, the higher the level of customer satisfaction. These results are consistent with previous research which shows a positive and significant influence between brand image and customer satisfaction (Vimla & Taneja, 2021). Starbucks Coffee is known as a brand with the best service and a comfortable store atmosphere, which makes customers satisfied and feel that Starbucks is the right place to gather or relax. Apart from that, consistent product quality standards in each outlet also strengthen Starbucks' good reputation globally (Vimla & Taneja, 2021).

Testing the influence of Customer Satisfaction (Z) on Customer Loyalty (Y) at Starbucks Coffee Indonesia

The result shows a significant effect with a p value of 0.014, indicating a strong relationship. The path coefficient of 0.157 indicates a positive influence, confirming that the higher the level of customer satisfaction, the higher the level of customer loyalty. This finding is consistent with previous research which shows that customer satisfaction has a positive effect on customer loyalty (Barbosa et al., 2023). The majority of Starbucks customers express their satisfaction with Starbucks Coffee products, which influences their decision to repurchase and remain loyal to the brand. This is in accordance with the finding that brands with high levels of customer satisfaction tend to have more loyal customers, especially in the food retail sector (Cuesta-Valino et al., 2019).

Testing the influence of Customer Relationship Marketing (X1) on Customer Loyalty (Y) through Customer Satisfaction (Z) at Starbucks Coffee Indonesia

The result shows a significant effect with a p value of 0.045. These findings confirm that Customer Satisfaction acts as a mediator between Customer Relationship Marketing and Customer Loyalty. A positive coefficient of 0.075 indicates that Customer Satisfaction positively mediates the relationship between Customer Relationship Marketing and Customer Loyalty. These results are consistent with previous research conducted by Mamuya & Mundung (2023) in Manado, Indonesia, showing that Starbucks customer satisfaction is influenced by product accuracy according to expectations, which has the potential to increase customer loyalty.

The Influence of Customer Relationship Marketing and Brand Image on Customer Loyalty with Customer Satisfaction as a Mediation Variable (Study on Starbucks Coffee Indonesia)

Testing the influence of Brand Image (X2) on Customer Loyalty (Y) through Customer Satisfaction (Z) at Starbucks Coffee Indonesia

The result shows that there is no significant effect with a p value of 0.047. These findings confirm that Customer Satisfaction acts as a mediator between Brand Image and Customer Loyalty. A positive coefficient of 0.056 indicates that Customer Satisfaction positively mediates the relationship between Brand Image and Customer Loyalty. This is in line with research by Sayekti & Dwiridotjahjono (2023), which found that Brand Image has a significant effect on consumer loyalty through consumer satisfaction. The good image of Starbucks Coffee, the best service, and the existence of consistent product standards maintain the brand image and increase consumer satisfaction and customer loyalty.

IV. CONCLUSIONS AND MANAGERIAL IMPLICATIONS

Conclusions

The findings of the investigation, drawn from linear regression analysis, support the following statements:

1. Customer relationship marketing has a significant positive effect on customer loyalty and customer satisfaction. This means that the better the customer relationship marketing from Starbucks Coffee, the stronger the loyalty and satisfaction of Starbucks Coffee customers.
2. Brand image has no effect on customer loyalty. This means that the better the brand image of Starbucks Coffee, the less influence it will have on the loyalty of Starbucks Coffee customers. However, brand image has a positive effect on customer satisfaction. This means that the better the brand image, the more satisfied Starbucks customers are.
3. Customer satisfaction has a significant positive effect on customer loyalty. This means that satisfaction from Starbucks coffee customers will strengthen their loyalty to Starbucks Coffee.
4. Customer relationship marketing has a significant positive effect on customer loyalty through customer satisfaction. This means that customer satisfaction is able to mediate the influence of customer relationship marketing in increasing the loyalty of Starbucks coffee customers.
5. Brand image has a significant positive effect on customer loyalty through customer satisfaction. This means that customer satisfaction is able to mediate the influence of brand image in increasing the loyalty of Starbucks coffee customers.

Managerial Implications

Based on the findings in this research, it is known that respondents have loyalty to Starbucks Coffee which is influenced by customer relationship marketing, brand image and customer satisfaction. The research results also show that customer relationship marketing has the highest influence on customer loyalty and satisfaction. The thing that Starbucks needs to improve is by continuing to provide information about the latest programs carried out by Starbucks, where this is the lowest aspect that the majority of respondents rate regarding CRM from Starbucks. Starbucks can provide information about their programs to customers through effective media, such as social media Instagram or TikTok. Instagram and TikTok have become social media with users spread throughout Indonesia. Starbucks can utilize this media to inform customers of the latest programs compared to using SMS. By sending direct messages to customers' Instagram and TikTok accounts, customers can find out the latest information about Starbucks more quickly.

The findings in this research show that brand image has the highest average value compared to other variables. This of course must be maintained by Starbucks Coffee. The aspect that Starbucks needs to improve is reputation. Starbucks Coffee needs to improve its reputation in Indonesian society. What Starbucks can do to improve its reputation is by reducing errors in service and increasing activities that can build its reputation. Social activities can build Starbucks' brand image in the eyes of Indonesian consumers and society, such as fundraising, going green, and others.

This research can help the Starbucks Coffee company to understand customers and the factors that make them loyal to Starbucks. This research can also help the Starbucks Coffee company in making strategic decisions to make developments and improvements in the future.

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The Influence of Customer Relationship Marketing and Brand Image on Customer Loyalty with Customer Satisfaction as a Mediation Variable (Study on Starbucks Coffee Indonesia)

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The Influence of Customer Relationship Marketing and Brand Image on Customer Loyalty with Customer Satisfaction as a Mediation Variable (Study on Starbucks Coffee Indonesia)

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