

DAPATKAH AKTIVITAS MANAJEMEN HUBUNGAN PELANGGAN MELALUI MEDIA SOSIAL MENINGKATKAN LOYALITAS PELANGGAN?

CAN SOCIAL CUSTOMER RELATIONSHIP MANAGEMENT ACTIVITIES EVOKE CUSTOMER LOYALTY?

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ABSTRACT

Gojek is the largest company in the creative economy industry in Indonesia that implements the Social Customer Relationship Management (Social CRM) strategy through Twitter to build engagement with its customers. This study aims to determine the influence of Social CRM activities undertaken by the @gojekindonesia Twitter account on customer loyalty. Therefore, this research surveyed 281 followers of the @gojekindonesia account, selected using a systematic random sampling technique. Statistical analysis of the collected data discovered some interesting findings. Majority of the followers are individual customers –only a few are drivers and merchants– who also use other similar competitor applications. Nonetheless, the regression analysis found a powerful influence on Gojek's Social CRM activities in inducing loyalty (83,5%). Gojek's Twitter ability to identify context and sentiment in their content (analytic dimension) can encourage customer involvement in using various services in the Gojek application (customer value dimension).

Keywords: customer loyalty; Gojek Indonesia; social customer relationship management; Twitter

ABSTRAK

Gojek merupakan perusahaan terbesar pada industri ekonomi kreatif di Indonesia yang menerapkan strategi Manajemen Hubungan Pelanggan melalui media sosial Twitter (CRM Sosial) untuk membangun keterlibatan dengan pelanggannya. Penelitian ini bertujuan untuk mengetahui pengaruh aktivitas CRM Sosial yang dilakukan oleh akun Twitter @gojekindonesia terhadap loyalitas pelanggan. Penelitian ini melakukan survei terhadap 281 pengikut akun @gojekindonesia yang dipilih dengan menggunakan teknik pengambilan sampel acak secara sistematis. Analisis statistik terhadap pengumpulan data menemukan beberapa temuan menarik. Mayoritas pengikut merupakan pelanggan dan hanya sedikit yang merupakan pengemudi dan pedagang. Mereka juga merupakan pengguna aplikasi serupa lainnya. Meskipun demikian, analisis regresi menemukan pengaruh yang kuat pada aktivitas CRM Sosial dalam mendorong loyalitas mereka (83,5%), terutama pada kemampuan @gojekindonesia untuk mengidentifikasi konteks dan sentimen dalam pembuatan konten mereka (dimensi analitik) yang mendorong keterlibatan aktif pelanggan dalam menggunakan berbagai layanan di aplikasi Gojek (dimensi nilai pelanggan).

Kata Kunci: Gojek Indonesia; loyalitas pelanggan; social customer relationship management; Twitter

1. INTRODUCTION

Social media is one of the components of technological progress that strongly influences a company's business development. Around 44.8% of internet users worldwide use social media as the leading platform to research their preferred brands. While in Indonesia, Twitter occupies the

fifth position as the most used social media platform, with 14,5 million potential users that advertising reach (Kemp, 2021).

Retaining customers is more valuable for a brand than increasing sales to potential new customers. Therefore, through Customer Relationship Management (CRM) activities, companies seek to better understand their customers by building and managing their interactions (Tarnowska et al., 2020). In practice, CRM activities focus on selling products/services and communication activities to build relationships with customers. With the development of social media, the CRM concept has now evolved into Social CRM. It can provide more opportunities for the entire CRM process, from marketing, sales, and customer service, thereby contributing additional interaction channels with a unique set of features, namely social media (Alt & Reinhold, 2020).

Given the high number of social media users in Indonesia, Social CRM is a suitable strategy choice for companies to create good relationships. In 2021, around 61.8% of the total population of Indonesia will be active users of social media (Kemp, 2021). Social media activities can increase customer engagement to achieve brand loyalty, such as implementing campaigns to get feedback (Guha et al., 2017). Companies that can take advantage of social media networks and process the information in them can increase the effectiveness of their customer engagement (Cheng & Shiu, 2018). One of the consequences of the high engagement rate is reaping the loyalty attitude of its customers (Brodie et al., 2013). In addition to customer engagement and loyalty, the application of social media technology into Social CRM has the potential to create positive word-of-mouth (Dewnarain et al., 2018). Sigala (2018) also found the ability of Social CRM activities to generate customer loyalty and competitive benefits.

As a decacorn company whose valuation reaches 10 billion USD with more than 38 million monthly active users (Ludwianto, 2020), Gojek utilizes social media to interact with various key stakeholders, ranging from individual users, drivers and merchants. One of them is the Twitter account @gojekindonesia which has more than 980,000 followers, 69,000 following, and 498,000 tweets as of April 19, 2021.

There are at least 2 (two) main objectives of Social CRM activities, namely extracting customer knowledge through the social web (monitoring and mining) on the one hand, and using the social web as a proactive and reactive interaction channel on the other (Alt & Reinhold, 2012). Social CRM activities exchange information between sellers and buyers (Itani et al., 2020). Social CRM activities are an essential tool to maintain long-term relationships with customers and generate profitability in the form of company performance (Mehelmi & Sadek, 2019).

Unfortunately, research on Social CRM is mainly carried out in developed countries, even though developing countries can also apply it and get its effects (Cheng & Shiu, 2018). Because looking at the range of previous Social CRM research studies, it turns out that it is still limited to Small and Medium Enterprises (SMEs) and is more dominant from the point of view of a particular leadership or managerial level. In addition, previous research on Social CRM tends to analyze partially one of the outcomes, namely customer engagement. So that long-term opportunities to form customer loyalty attitudes are still wide open.

Therefore, to see the long-term benefits generated through Social CRM activities on Twitter, this study aims to know the effect of using Social CRM on the @gojekindonesia account on the formation of customer loyalty, be it personal users, partners or drivers, and merchants.

1.1. Literature Review

From the seven previous studies, research on Social CRM has been widely carried out in developed countries in Small and Medium Enterprises such as research conducted by Guha et al. (2017) which links social media to Customer Relationship Management activities for Small and

Medium-sized Businesses in the UK. In addition, Cheng & Shiu (2018) in their research states that the effectiveness of Social CRM activities is not only limited to developed countries in the West. The effectiveness of the Social CRM concept can also be compared in regions or countries with diverse types of culture (Cheng & Shiu, 2018). While some other previous research, such as research conducted by Sigala (2018) and Dewanarain et al. (2018) find approaches and conceptual models of Social CRM. This study tries to contribute by conducting research on large companies in a specific country with a diverse culture, namely Indonesia.

Previous research did not examine much customer loyalty as an effect of Social CRM activities. For example, in research conducted by Itani et al. (2020) which looks at the exchange of information between sellers and buyers as a result of Social CRM activities. Then, research conducted by Cheng & Shiu (2018) which makes customer engagement as a result of Social CRM activities. Research conducted by Mehelmi & Sadek (2019) states that the company's performance increases in the form of growth and profitability as a result of the application of Social CRM. Judging from some of the research above, this concept is more associated with customer engagement which is a short-term effect of Social CRM activities. This study tries to examine the impact of the social CRM concept on customer loyalty which is one of the consequences of customer involvement in addition to customer empowerment, connection and emotional bonding, and trust and commitment (Brodie et al., 2013). However, what distinguishes this research from several previous studies is that, this research seeks to examine the application of Social CRM to see its practical impact on a company from the large creative economy industry in Indonesia, namely Gojek.

1.2. Social Customer Relationship Management

In accordance with Alt & Reinhold (2012), Social CRM is a concept that has the potential to shift "one-to-many" customer communication towards "one-to-one" interactions with many customers. There are two main objectives of implementing Social CRM activities within the company: monitoring and absorbing customer knowledge through conversations on the social web (monitoring & mining) and helping companies have proactive and reactive interactions with their customers. Based on this purpose, Social CRM has analytic functions that aim for more automation in the CRM process, such as monitoring company-related information on the social web through predefined keywords (monitoring). Through the analytic function of Social CRM activities, a company can identify sentiment and context in the content on social media (mining) (Alt & Reinhold, 2012). Social CRM activities help companies to be able to provide information messages to their customers through content uploaded on social media, so that conversations can be used as a means for product development and the company itself through evaluations from its customers (Alt & Reinhold, 2012). Following Alt & Reinhold (2020), Social CRM activities have five elements of supporting technology. First, social media platform to carry out Social CRM activities. Second, analytical functions aim to carry out the monitoring & mining process. Third, interaction from contextual and targeted content from the data obtained. Fourth, CRM processes include marketing, sales, and customer service). Last, the management function and integration will synchronize the four processes in a particular application of Social CRM.

The highest development of social media is shown by its ability to create availability, interactivity, and affordability for its users (Alt & Reinhold, 2020). The network owned by social media allows companies to have genuine interactions with existing and potential customers. It can be an opportunity for companies to peek into audiences' lives and study customer behaviour firsthand (Keller, 2013). Twitter is a microblogging social media, where users can write, read, or send messages with a minimum of 140 characters. Its primary focus is conversation or

communication between users, whether ordinary people, companies, or officials (Clyne, 2019). Millions of businesses and individuals use Twitter to monitor conversations about their brands, interact with customers, manage customer service issues, promote offers, share rich and engaging content through images and videos in 140 characters per tweet (Macarthy, 2015). Twitter grew out of interaction and did not make the consumption and distribution of content a primary goal. On Twitter, people are typically part of the interaction and engagement with the content, not to watch videos or browse images (Clyne, 2019). Following Alt & Reinhold (2020), there is little data on the platform Twitter that might be relevant to the application of CRM. First, the user identity to get data about customers, which then becomes a database. Secondly, content (tweets, timeline, hashtag, private message) allows the company to manage conversations to improve customer relationships. Third, the number of tweets/retweets to measure the level of engagement of each content. Fourth, connections between users (followers, following, blocked, ignored) help companies to be able to target Twitter users relevant to the company's products without worrying about random visitors. Last and trends can help companies determine topics for their marketing content according to what is currently trending in areas the company wants to reach.

1.3. Customer Loyalty

Customer loyalty is a deeply held commitment to consistently reuse a preferred product or service in the future, despite situational influences or marketing efforts that can divert the customer's behavior (Oliver, 2015). A popular industry standard for measuring customer satisfaction as a percentage is called the "Net Promoter Score" (Tarnowska et al., 2020). Based on this percentage, customers are classified as: 1) detractors, i.e., customers who are most disloyal and may urge their friends to avoid a company; 2) passives, which are customers who are satisfied with a company without enthusiasm, so they can easily switch to competitors; and 3) promoters, who is a loyal customer of a company that encourages his friends to do the same.

Following Tartaglione et al. (2019), customer loyalty refers to the positive attitude of customers towards the company or brand as seen from the presence of behavioral loyalty, namely customers who make repeat purchases and reduce price sensitivity and customers who provide positive word-of-mouth recommendations. They divide customer loyalty based on the consequences obtained by the company from the loyal behavior of its customers. First, customer retention can positively affect Customer Lifetime Value through the frequency of use and the customer's primary preference for the company's brand. Secondly, the company's performance through the trust and commitment of its customers. Third, customer value arises from brand equity, which represents the customer's perception and subjective attitude towards the brand, which affects the attitude towards the brand. Lastly, competitive advantage is the company's reputation due to consumer perceptions of companies familiar with the brand and trust the company.

2. RESEARCH METHOD

This study used the positivist paradigm with quantitative research by distributing questionnaires to consumers of Gojek, who follow a Twitter account @gojekindonesia. Judging from the goal, which is to show the relationship of the influence of Social CRM activities on customer loyalty, this study used associative explanatory research with causal connections. The method used in this study is a survey method through distributing questionnaires in the form of closed questions online through the direct message feature on Twitter and observations of @gojekindonesia's Twitter content and literature studies. In addition, for secondary data, this study also collected questions and answers with admins from Twitter account @gojek24jam,

@GojekOnTwitt, previous research, reference books to support research, and data from research institutions such as We Are Social Inc.

This study made all followers of the Twitter account @gojekindonesia who have interacted with Gojek via Twitter as the research population who will receive a questionnaire without classifying it based on their role in the Gojek corporation. Due to the limitations of human resources, time, and cost, as well as the population that is considered too broad, and seeing that this study intends to measure the loyalty of Gojek users as a result of Social CRM activities carried out through Twitter. This study used a target population, a sample frame of the 3,797 Gojek followers on Twitter. They have interacted with the @gojekindonesia Twitter account, mainly from 5 (five) content, with the highest number of interactions (by replies and quoted tweet) throughout 2020. This study utilized the advanced search feature on Twitter to view content on the @gojekindonesia Twitter account with many interactions. The sampling criteria are Twitter followers @gojekindonesia who interacted with the Twitter account @gojekindonesia selected using a systematic random sampling technique. The number of samples obtained is 362 respondents, with a sampling error of 5%. However, the researchers used an outlier boxplot technique to select the data due to outlier data, which resulted in abnormally distributed data. Based on that, the researcher used a sample of 281 respondents who were free from outlier data.

The independent variable in this study is Social CRM Activities (X). The dimensions and indicators in this study refer to the five elements of Social CRM defined by Alt & Reinhold (2020): 1) social media, namely the accuracy and preference for choosing the type of social media used by customers as a forum for interaction; 2) analytics, namely the ability of a company to identify contexts that include the suitability of content with ongoing trends and information needs from Gojek customers, as well as identification of sentiments in responding to criticism and questions from followers; 3) interaction, namely how Gojek seeks to create proactive and reactive communication through publications, dialogue development, and content delivery on Twitter; 4) CRM, namely the application of social content in CRM functionality such as customer service, customer care, and campaign implementation; and 5) management and integration, namely the coordination of activities across social media platforms to ensure a coherent customer knowledge base.

The dependent variable in this study is the loyalty of Gojek customers (Y) who follow the Twitter account @gojekindonesia due to the Social CRM activities they run through Twitter. Following Tartaglione et al. (2019), this research operationalized customer loyalty into several dimensions, including: 1) customer retention, which is a positive effect on Customer Lifetime Value as seen from the frequency of use and customer main preferences; 2) firm performance, namely increasing trust and commitment from customers in the form of recommendations; and 3) customer value, namely and competitive advantage.

Based on the operationalized concepts above, this research has built a hypothesis: there is an influence between Social CRM activities through Twitter @gojekindonesia on customer loyalty (if Sig. value < 0.05, then the research hypothesis (Ha) is accepted, and reject the null hypothesis (Ho)).

3. RESULT AND DISCUSSION

All instruments of the Social CRM Activity variable (35 indicators) and the Customer Loyalty variable (10 indicators) have passed the reliability and validity test, so all of them are eligible for analysis. From the total respondents who participated, the majority were Gojek customers (75,8%) who were also users of other online transportation services (77,2%) and had used Gojek from 3 (three) to 5 (five) months (33,1%). In using Twitter when contacting Gojek, the majority of

respondents in this study used the tweet feature (29,4%), and not only using Twitter, the majority of respondents also actively contacted Gojek via Instagram accounts (46,6%).

In the Social CRM activities variable (X), most respondents agreed on the dimensions of social media with a mean value of 3,21 (good category). Like that, most respondents also agreed on the analytics dimension with a mean value of 3,286 (excellent category). Most respondents also agreed on the interaction dimension statement with a mean value of 3,244 (good category) and CRM dimension with a mean value of 3,208 (good category). Most respondents agreed with a mean value of 3,24 (good category) in the management and integration dimension.

Meanwhile, on the Customer Loyalty variable (Y), most respondents agreed on the customer retention dimension with a mean value of 3,213 (good category). On the firm performance dimension, most respondents also agreed with the mean value of 3,215 (good category). The customer value dimension has a mean value of 3,45 (excellent category), with most respondents also agreeing. The last dimension, namely competitive advantage, has a mean value of 3,15 (good category), with most respondents also agreeing.

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The results of the classical assumption test show that the data is distributed normally (Kolmogorov-Smirnov Sig. 0,200 > 0,05), linear relationship (Deviation of Linearity Sig. 0,0294 > 0,05), no symptom of heteroscedasticity (heteroscedasticity test Sig. 0,148 > 0,05). As seen in Table 3.1, the simple linear regression analysis influences Social CRM activities through Twitter @gojekindonesia on customer loyalty (Sig. 0,000 < 0,005), which means that the research hypothesis is accepted.

Table 3.1 Simple Linear Regression Result

Model	Unstandardized Coefficients		R Square
	B	Std.Error	
(Constant)	-172	0,852	0,835
Social CRM Activities(X)	0,394	0,01	

Source: SPSS Data Processing (2021)

The results of simple regression analysis show that the regression coefficient value of the Social CRM Activity variable (X) is 0,394. If the Social CRM (X) variable increases by one unit, it will affect the Customer Loyalty variable (Y) by 0,394 units and otherwise. Table 3.1 also shows that the coefficient of determination in this study is 0,835, which means that the influence of the Social CRM Activity variable (X) on the Customer Loyalty variable (Y) is 83,5%.

Gojek is a major technology-based transportation company in Indonesia that has more than twenty services ranging from transportation, online payments, food ordering, and others. Gojek has three SuperApps for customers, driver-partners, and merchant partners. Gojek has won an award as the only company in Southeast Asia ranked 17th out of 20 companies that changed the world according to Fortune 2017 (Gojek, 2021). As a company that grows in technology and the social web, Gojek is also actively using various social media, such as Instagram, Twitter, Youtube, and

LinkedIn. Gojek's Twitter account (@gojekindonesia) regularly uploads multiple contents through the tweet feature and reasonably high engagement rate due to its Social CRM activities.

The @gojekindonesia Twitter account usually uploads content containing information on the latest programs that Gojek is holding. Gojek currently manages campaigns, independent campaigns, collaborating with other brands, service promos, and interactive ad content to humorous content that invites users to participate in replying and discussing it. Gojek also utilizes Twitter and Social CRM activities to upload content following the trending trend so that each content they upload is relevant to the trending topic. Customers, drivers, and merchants can usually meet on the same platform to comment and discuss Gojek issues using Twitter. Gojek also often uses the Twitter platform to handle every complaint and answer every question posed by its followers. Gojek infrequently directs complaints and questions submitted via replies or mentions to a unique feature, direct messages, for further handling. Through its Social CRM activities, Gojek can find out the sentiment of every tweet that points to its account so that each question or complaint is handled according to the context. However, it is not uncommon to find initial responses using templates.

Twitter grew out of interaction by making its users part of the interaction involved in content (Clyne, 2019). However, Clyne (2019) also mentioned that Twitter does not make the consumption and distribution of content the primary goal. This finding aligns with the respondents' characteristics, seeing the majority using Twitter and other Gojek social media as an option destination in interacting with Gojek, such as Instagram, Facebook, and others. However, most respondents feel that Twitter is the platform they are more interested in asking questions about and discussing Gojek with various parties. Similar to Clyne's finding, Gojek has content up to date and informative with a language that is easy to understand and be able to respond to customers quickly, precisely, and in context. In addition, in conveying information, Gojek can synchronize the information shown on Twitter with that displayed on other social media platforms. This finding indicates that the variable Activities Social CRM (X), dimensional analytics (3.286), and interaction (3.244) obtained a mean value of the highest. Gojek's Social CRM activities on Twitter have succeeded in monitoring, filtering, searching, combining, enriching, changing, and even creating business objects, confirming the explanation of Alt & Reinhold (2020).

By integrating social media into the company's CRM function, Gojek has succeeded in gaining recognition from its customers (followers of the @gojekindonesia Twitter account). They have optimally applied Twitter to carry out customer care and service activities through the available features. In addition, followers also feel that Gojek always provides the best solution and ensures that all problems they experience have been resolved and kept confidential. Not infrequently, Gojek also uses suggestions from its followers as evaluation material for future service improvements. Gojek also uses Twitter involve its customers in the campaigns they carry out. Unique features support these activities on Twitter, such as direct messages (DM), likes, replies, retweets, and quoted tweets. These things justify the explanation of Alt & Reinhold (2020) regarding features on Twitter that can help implement Social CRM activities in a company.

Based on Tartaglione et al. (2019), customer loyalty is a consequence of loyal customers in a company. Most of followers of the Twitter account @gojekindonesia are users of other online transportation services outside of Gojek. However, because they are satisfied with Gojek's services through their Twitter account, they feel that Gojek's service is better than other online transportation services. So they used Gojek as their primary preference and use Gojek more often than other applications that they also used, including every service and offer that Gojek provides, especially promos codes. Most of them also recommend Gojek to the people around them, which indicates that Gojek has earned the trust and recommendations of its customers.

This result confirms Tartaglione et al. (2019) finding that a company that has received trust and commitment from its customers means that the company has a good firm performance. The customer value dimension obtains the highest mean value in Customer Loyalty. It indicates that the Social CRM activities that Gojek does through Twitter have succeeded in making their Twitter account followers interested in using all the services available in the apps and understand every disturbance that occurs every time a customer opens the apps. The dimension of competitive advantage in the Customer Loyalty variable (Y) has the lowest mean value compared to other dimensions. The Twitter account @gojekindonesia needs to further increase its Social CRM activities to convince users who are followers of their Twitter. They will save costs if they continue to use Gojek rather than switching to other online transportation services and being more confident that the prices offered by Gojek are under the quality of their services.

Previous studies conducted by Sigala (2018) support the research results that Social CRM activity generates customer loyalty and competitive advantage. In addition, Gojek is a big industry in Indonesia with its Twitter account @gojekindonesia, which has a high engagement rate thanks to each element in its Social CRM activities. Customer involvement is also one of the factors generated by Social CRM activities that positively impact customer loyalty. The research of Guha et al. (2017), Cheng & Shiu (2018), Brodie et al. (2013), and Dewnarain et al. (2018) support these findings.

Most of followers of the Twitter account @gojekindonesia claim to get information about Gojek according to the information they need when they open Gojek's Twitter, which means that the analytics element of Gojek's Social CRM activities helps Gojek to identify the needs of its audience. Most Gojek followers believe that Gojek's services are better than other online transportation services and recommend Gojek to people around, indicating that Gojek has managed to have good company performance thanks to their Social CRM activities. Research conducted by Itani et al. (2020) also supported that finding, stating that social media and CRM technology reasonably positively impact exchanging information between buyers and sellers in a company. Increased company performance due to Social CRM activities confirms Mehelmi & Sadek (2019) that social CRM activities can generate profitability in the form of company performance and maintain long-term relationships between companies and customers.

4. CONCLUSION

This research was conducted on 281 respondents who are followers of the Twitter account @gojekindonesia who have interacted with Gojek on Twitter. Respondents in this study were dominated by Gojek followers who are customers that also use other online transportation services besides Gojek. Most of them have been followers of the Gojek Twitter account for 3-5 months through the Tweet feature to interact. However, besides Twitter, they also use other social media to interact with Gojek, such as Instagram.

Gojek's Social CRM activities through Twitter have succeeded in monitoring, filtering, searching, combining, enriching, changing, and even creating business objects, in line with Alt & Reinhold's (2012) explanation. This can be seen from the high average value of the analytics and interaction dimensions. This can also be related to the main goal of Social CRM, namely monitoring & mining and also creating a proactive and reactive interaction channel (Alt & Reinhold, 2012).

Based on the research findings, Social CRM activities carried out by the @gojekindonesia Twitter account can strongly and significantly evoke customer loyalty, and the magnitude of the influence is powerful (categorized as very strong); For this reason, future research can examine

these other variables or characteristics, such as customer engagement, which could strengthen the influence of both. In addition, it is also necessary to test customer loyalty as a long-term effect of Social CRM activities on another kind of social media.

The results of this study indicate that the majority of respondents agree with all statements regarding Gojek's Social CRM activities and their impact on customer loyalty. However, there are still many respondents in this study who are users of other online transportation services. Therefore, Gojek can further improve the quality of Social CRM services to be able to reach higher loyalty numbers, so that customers continue to make Gojek their main preference even though they still use other online transportation services.

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