Analysis of the Influence of Customer Relationship Management on Customer Loyalty: A Case Study of Momoyo Ice Cream

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ABSTRACT

This study analyzes the effect of Customer Relationship Management (CRM) on customer loyalty at Es Krim Momoyo, a growing F&B brand within an increasingly competitive market. The increasing variety of product choices and shifting consumer preferences make customer loyalty a critical factor for business sustainability, particularly for brands with impulsive buying patterns such as ice cream. In this context, CRM becomes an essential strategy for strengthening customer relationships through service quality, employee interaction, communication consistency, and the development of long-term engagement. Using a quantitative approach and survey method, this study examines how CRM is implemented at Momoyo and how it shapes customer loyalty. The findings reveal that effective CRM encourages positive customer experiences, strengthens emotional connections, and increases the likelihood of repeat purchases and recommendations. This study concludes that CRM plays a vital role in building and maintaining customer loyalty, and it should be prioritized as a strategic effort to enhance competitiveness, especially for emerging F&B brands facing intense market dynamics.

Keywords: Customer Relationship Management; Customer Loyalty; Product

INTRODUCTION

The global economy is currently developing within an increasingly competitive climate, particularly in the retail and food and beverage (F&B) sectors. Rapid digitalization, the abundance of product choices, and ease of access to information have made consumer behavior more dynamic, rational, and easily changeable. In this context, the ice cream industry in Indonesia has experienced significant growth, marked by the emergence of various new brands offering unique flavors, innovative concepts, and competitive prices (Novyantri & Setiawardani, 2021). Although this situation creates an expanding market, the risk of customer switching also increases, making customer loyalty a strategic factor for business sustainability.

Momoyo, a local brand established in 2022 by PT Junyi Jaya Indonesia, has rapidly expanded within the ice cream and fruit tea segments by emphasizing flavorful, high-quality products at affordable prices. Although the brand's growth trajectory is promising, it faces substantial challenges characteristic of the competitive F&B sector. The market is known for price sensitive customers, impulsive buying tendencies, and relatively low product involvement, making it difficult for new brands to build stable and long-lasting customer relationships. In such an environment, the ability to provide positive and memorable customer experiences becomes essential for retaining consumers and sustaining market presence.

Existing studies highlight that traditional approaches such as focusing solely on product quality or setting competitive prices are no longer sufficient to foster loyalty in contemporary consumer markets. Customers now expect brands to interact personally, respond promptly, and establish meaningful emotional connections. Customer Relationship Management (CRM) has thus emerged as a strategic framework that helps companies build, manage, and sustain customer relationships through coordinated processes, people, and technology (Maulida *et al.*, 2024). Rather than functioning merely as a technological tool, CRM reflects a broader customer-centric philosophy aimed at understanding customer preferences, designing personalized offerings, and improving responsiveness to issues or complaints (Alamsyah, 2023).

Previous research suggests that CRM implementation particularly when it integrates operational (Chaniago & Efawati, 2022), analytical, and collaborative dimensions plays an important role in enhancing customer satisfaction, trust, and loyalty (F, 2024). However, a closer examination of the existing literature reveals several notable research gaps. First, most CRM studies focus on large corporations, hospitality businesses, financial institutions, or digital platforms (Azis *et al.*, 2023), which differ significantly from small to medium sized local F&B brands. Second, research specifically examining CRM within the ice cream segment remains scarce, despite its unique characteristics marked by low involvement, impulse purchases, and rapidly shifting preferences. Third, CRM studies tend to emphasize established brands with mature systems, leaving limited understanding of how CRM functions in newly emerging and rapidly growing local brands such as Momoyo. Furthermore, only a small number of studies explore specific CRM components including personalized communication, loyalty mechanisms, or structured complaint handling even though these elements strongly influence loyalty formation. Finally, the effectiveness of CRM in shaping loyalty for low-priced, frequently purchased products is still not well documented (Maulida *et al.*, 2024).

These gaps highlight the need for a focused investigation into how CRM contributes to customer loyalty in emerging F&B brands operating in dynamic and competitive environments. Addressing these gaps, the present study offers novelty by examining CRM practices in the context of a local ice cream brand, a sector that has been

relatively underexplored within CRM scholarship. By analyzing key CRM practices such as customer interaction management, relationship development, and service responsiveness, this research provides deeper insights into how CRM can support long-term loyalty formation among customers of new and growing F&B businesses.

The main aim of this study is to examine the Customer Relationship Management (CRM) strategies implemented by Momoyo, evaluate the degree of customer loyalty toward the brand, and empirically test how CRM influences that loyalty. The findings are expected to shed light on the extent to which CRM contributes to strengthening repurchase intentions, emotional attachment, and customer recommendations. In addition to enriching the academic literature on CRM within the F&B industry, this study provides practical implications for business practitioners especially micro, small, and medium sized enterprises (MSMEs) in designing more effective and sustainable customer retention strategies.

LITERATURE REVIEW

Customer Relationship Management (CRM)

Customer Relationship Management (CRM) is a strategic framework used by organizations to manage, maintain, and enhance their interactions with customers through the integration of processes, human resources, and technology (Ngelyaratan & Soediantono, 2022). Rather than being viewed simply as a software tool, CRM represents a business philosophy that places customers at the core of organizational activities (customer-centric). Through this perspective, CRM enables companies to develop long-term and sustainable relationships by gaining a deeper understanding of customer needs, preferences, and behavioral patterns (Azis *et al.*, 2023).

Conceptually, CRM aims to identify, attract, and retain high-value customers through consistent and systematic management of interactions (Koni'ah *et al.*, 2023). Additionally, Gartner (Mishra & Mohanty, 2018) emphasizes that CRM is designed to optimize company profits by improving customer satisfaction and internal process effectiveness. Customers shape their perceptions based on their experiences during interactions with the company; therefore, customer involvement becomes an essential element in creating long-term value (Munandar & Efawati, 2020).

CRM is generally categorized into three main components. First, operational CRM, which focuses on automating marketing, sales, and customer service processes. Second, analytical CRM, which emphasizes the use of customer data to understand behavior, segmentation, and profitability. Third, collaborative CRM, which integrates various company communication channels to create consistent customer experiences across all touchpoints. These three components complement each other and form a comprehensive CRM system that supports long-term customer relationships (Malthouse *et al.*, 2013).

Previous research consistently highlights that CRM plays an important role in shaping customer satisfaction and loyalty. According to Laelatul Maulida, CRM plays an important role in increasing user loyalty. When companies manage customer interactions well and respond quickly to customer needs, customers tend to feel more connected and loyal to the brand (Mulyadi & Efawati, 2024). These findings emphasize that CRM is a strategic component that affects customer behavior, including their willingness to continue purchasing and maintaining long term relationships with the company (Maulida *et al.*, 2024).

Customer Loyalty

Customer loyalty is a key indicator of business success, reflecting the commitment of customers to continue choosing and purchasing a product despite the presence of alternative options in the market (Priskila *et al.*, 2025). Kotler defines loyalty as a deep customer commitment to repurchase consistently in the future, even when situational factors may encourage them to switch (Juwariyah *et al.*, 2024).

According to Lovelock and Wright, loyalty consists of two main dimensions. First, behavioral loyalty, which reflects the actual actions of customers such as purchase frequency and retention rates. Second, attitudinal loyalty, which includes emotional preferences, repurchase intentions, and customer willingness to recommend a product to others (Muharam et al., 2021). Together, these dimensions represent true loyalty, in which customers not only make repeated purchases but also hold strong emotional attachment to a brand (Simanjuntak *et al.*, 2020).

Various international studies further confirm that CRM plays a crucial role in enhancing loyalty. Research by (Ngelyaratan & Soediantono, 2022) demonstrates that CRM can increase customer retention, satisfaction, and emotional bonding through consistent and meaningful interactions. An effective CRM system creates positive experiences that encourage customers to remain loyal despite the availability of many competing products (F, 2024).

However, research on CRM within the context of local ice cream brands especially new brands such as Momoyo remains limited. The ice cream industry, which is strongly influenced by impulsive purchase decisions and rapidly changing flavor preferences, requires a CRM approach that differs from those used in service or digital industries. This gap in the literature indicates the need to examine whether CRM remains a strong predictor of loyalty in the highly competitive F&B industry.

Drawing on the theoretical foundations and the empirical evidence reported in earlier studies, this research formulates the following hypothesis:
H1: The implementation of Customer Relationship Management (CRM) is expected to exert a positive and significant influence on the loyalty of customers purchasing Momoyo Ice Cream.

RESEARCH METHOD

This research adopts a quantitative approach that combines both descriptive and associative designs. The descriptive component is used to provide an overview of how consumers perceive Customer Relationship Management (CRM) and customer loyalty toward Momoyo Ice Cream, while the associative component aims to explore the relationship and the degree of influence that CRM exerts on customer loyalty. This mixed design is widely applied in behavioral and management studies that seek to empirically test the interactions between variables (Abdullah *et al.*, 2022).

The population in this study consists of all individuals who have made purchases of Momoyo Ice Cream. A non-probability sampling technique specifically accidental sampling (Chaniago et al., 2023) was employed to select 120 respondents based on their accessibility and direct experience with the product (Sugiyono, 2019). This sample size aligns with methodological recommendations for regression analysis, as a minimum of 100 participants is generally considered adequate for simple regression models (Sarwono, 2018).

Both primary and secondary sources were employed in this study. Primary data were collected using a 1–5 Likert-scale questionnaire administered directly to respondents, while secondary data were compiled from scholarly books, journal articles,

and previous studies related to CRM and customer loyalty. The research instrument consisted of two key variables: Customer Relationship Management, measured through the dimensions of people, processes, and technology; and customer loyalty, assessed through indicators such as repurchase intention, purchasing preferences, willingness to recommend, and resistance to switching. Validation of the instrument was conducted through standard validity and reliability procedures as recommended in methodological literature (Sugiyono, 2019).

The data collection process was conducted through the distribution of questionnaires both online and offline, supported by non-participatory observations and an extensive review of relevant literature to strengthen contextual understanding. The obtained data were analyzed using SPSS software through a series of procedures, including validity and reliability testing, descriptive statistical analysis, and classical assumption testing (Ghozali, 2018). To examine the hypothesis, simple linear regression and a t-test were performed, while the coefficient of determination (R^2) was used to assess the extent to which CRM accounts for variations in customer loyalty (Sarwono, 2018).

RESEARCH RESULTS

Respondents

Table 1. Respondent gender, age range, and purchase frequency

Respondent Demographics	Categories	Numbers	In %
Gender	Male	58	48.3
	Female	62	51.7
Age Range	17–20 years	34	28.3
	21–23 years	49	40.8
	24–25 years	37	30.8
Purchase Frequency (last 3 months)	1–2 times	46	38.3
	3–5 times	54	45
	≥ 5 times	20	16.7

Source: Primary data processed (2025)

Based on Table 1. This study involved 120 respondents with diverse demographic characteristics. Based on gender, female respondents were slightly more dominant, representing 51.7 percent or 62 individuals, while male respondents accounted for 48.3 percent or 58 individuals. Regarding age distribution, most respondents were between 21–23-year age group, totaling 49 individuals or 40.8 percent. This was followed by the 24–25-year age group with 37 individuals or 30.8 percent, and the 17–20-year age group comprising 34 individuals or 28.3 percent.

The purchase frequency of Momoyo Ice Cream over the past three months indicates that most respondents bought the product 3–5 times, with a percentage of 45 percent or 54 respondents. Meanwhile, 46 respondents, or 38.3 percent, purchased the product 1–2 times, and 20 respondents, or 16.7 percent, reported purchasing the product ≥ 5 times. This description highlights that the study's respondents are predominantly young individuals with a moderate level of purchasing frequency within the three-month period.

Validity Test

Table 2. Validity test results for the customer relationship management variable

Variable	Item	R Count	R Table	Sig	Description
Customer Relationship Management	X.1	.403**	0,179	.000	Valid
	X.2	.581**	0,179	.000	Valid
	X.3	.506**	0,179	.000	Valid
	X.4	.658**	0,179	.000	Valid
	X.5	.643**	0,179	.000	Valid
	X.6	.578**	0,179	.000	Valid
	X.7	.470**	0,179	.000	Valid
	X.8	.491**	0,179	.000	Valid
	X.9	.554**	0,179	.000	Valid
	X.10	.476**	0,179	.000	Valid

Source: Primary data processed (2025)

Based on Table 2, the validity test for the Customer Relationship Management (CRM) variable shows that all statement items satisfy the required validity standards. Each item demonstrates an r-count value greater than the r-table benchmark of 0.179 and a significance level below 0.05. These findings confirm that the ten items included in the instrument are valid and effectively capture the CRM construct. Accordingly, all items are deemed suitable for further analytical procedures in this study.

Table 3. Results of validity test for the customer loyalty variable

Variable	Item	R Count	R Table	Sig	Description
Customer Loyalty	Y.1	.560**	0,179	.000	Valid
	Y.2	.593**	0,179	.000	Valid
	Y.3	.603**	0,179	.000	Valid
	Y.4	.667**	0,179	.000	Valid

Source: Primary data processed SPSS (2025)

Based on Table 3, the validity test for the Customer Loyalty variable demonstrates that all four statement items satisfy the established validity requirements. Each item records an r-count value higher than the r-table benchmark of 0.179 and exhibits a significance value of 0.000, which is far below the 0.05 cutoff. These findings confirm that every item is valid and appropriate for measuring the customer loyalty construct in this study. Therefore, the four items included in the Customer Loyalty variable are considered suitable research instruments as they reliably reflect the construct being assessed.

Reliability Test

Table 4. Reliability test results

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.772	.775	14

Source: Primary data processed SPSS (2025)

Based on Table 4, the reliability test results indicate that the instrument obtained a Cronbach's Alpha score of 0.772. As this value exceeds the widely accepted minimum threshold of 0.70, the instrument is deemed reliable. This outcome signifies that all 14 statement items included in the questionnaire exhibit strong internal consistency and are suitable to be used as dependable measurement indicators in this research.

Classical Assumption Test

Table 5. Kolmogorov–smirnov normality test results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		120
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	1.17745892
Most Extreme Differences	Absolute	.052
	Positive	.052
	Negative	-.050
Test Statistic		.052
Asymp. Sig. (2-tailed)		.200[c,d]

a. Test distribution is Normal.
b. Calculated from data.
c. Lilliefors Significance Correction.
d. This is a lower bound of the true significance.
Source: Primary data processed SPSS (2025)

Based on Table 5, the Kolmogorov–Smirnov normality test produced an Asymp. Sig. value of 0.200, which exceeds the 0.05 significance threshold. This result indicates that the residuals in the regression model are normally distributed. Thus, the normality assumption is satisfied, and the regression model can be considered appropriate for further analytical procedures.

Table 6. Multicollinearity test results

Coefficients[a]							
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	5.961	1.469		4.057	.000		
X	.262	.034	.582	7.779	.000	1.000	1.000

a. Dependent Variable: Y
Source: Primary data processed SPSS (2025)

Based on Table 6, the results of the multicollinearity test show that the Customer Relationship Management (X) variable has a Tolerance value of 1.000 and a VIF value of 1.000. Since these values fall comfortably within the acceptable limits (Tolerance > 0.10 and VIF < 10), it can be concluded that the regression model does not exhibit any multicollinearity problems. Therefore, the CRM variable is suitable for inclusion in the regression analysis.
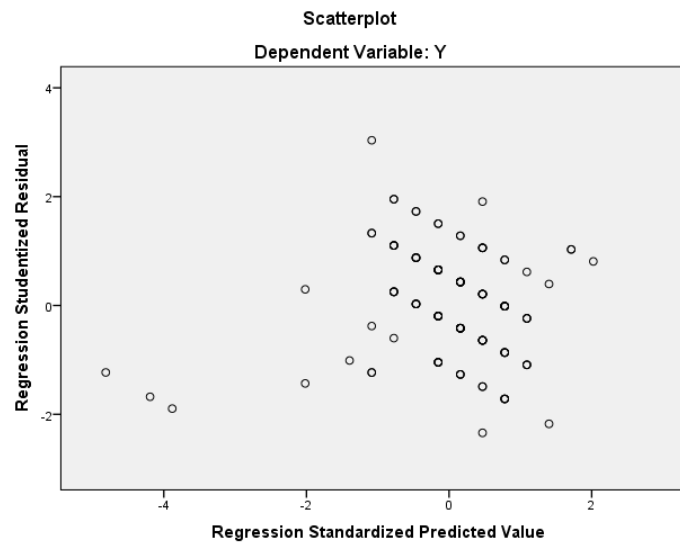

Figure 1. Multicollinearity Test Results
Source: Primary data processed SPSS, 2025

Based on Figure 1. These results also confirm that the regression model does not exhibit heteroskedasticity. Therefore, the residual variance is constant (homoskedastic), and the model satisfies the classical assumption of heteroskedasticity, making it suitable for further analysis.

Simple Linear Regression Analysis

Table 7. Simple linear regression test results

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.961	1.469		4.057	.000
	X	.262	.034	.582	7.779	.000

a. Dependent Variable: Y
Source: Primary data processed SPSS (2025)

Table 7 shows that the simple linear regression analysis indicate that Customer Relationship Management (X) exerts a positive influence on Customer Loyalty (Y). The resulting regression equation is:

$$Y=5.961+0.262X$$

The calculated t-value of 7.779, accompanied by a significance level of 0.000 (< 0.05), indicates that the Customer Relationship Management variable significantly

influences Customer Loyalty. Therefore, the hypothesis stating that Customer Relationship Management affects Customer Loyalty is accepted.

Coefficient of Determination (R²) Test

Table 8. Coefficient of determination (R²) test results

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.582ᵃ	.339	.333	1.18244

a. Predictors: (Constant), X

Source: Primary data processed (2025)

Table 8 indicates that the model yields an R Square of 0.339, meaning that Customer Relationship Management (X) accounts for 33.9% of the variance in Customer Loyalty (Y). The Adjusted R Square of 0.333 confirms the robustness of the model, with the rest of the variance explained by factors outside this study.

Descriptive Analysis

The descriptive analysis aims to illustrate how respondents generally perceived the items measuring Customer Relationship Management (CRM) and customer loyalty. Findings from the completed questionnaires reveal that most respondents expressed favorable views toward the statements included in both variables. Respondents demonstrated a notably high level of agreement across all CRM indicators namely employee behavior, service quality, relationship development, and interaction management suggesting that these aspects were well-regarded by customers. These findings indicate that customers of Momoyo Ice Cream perceive employees as providing friendly, fast, and informative service. Furthermore, the relationship between Momoyo and its customers is considered to be well managed, as reflected in consistent service delivery, positive interactions, and Momoyo's efforts to build closeness and communication with its customers. These results illustrate that Momoyo's CRM practices have effectively created a positive customer experience.

Meanwhile, for the customer loyalty variable, respondents also demonstrated strong positive tendencies. The majority agreed with the loyalty indicators, such as willingness to repurchase, intention to recommend Momoyo to others, preference to continue choosing Momoyo over other brands, and commitment to remain a customer. These outcomes indicate that Momoyo Ice Cream has successfully cultivated strong customer loyalty through its product quality and satisfying service experience.

Overall, the descriptive analysis shows that both CRM and customer loyalty are at high levels. These findings reinforce the inferential analysis results, indicating that CRM plays a significant role in building customer loyalty for Momoyo. Customers feel satisfied not only with the product but also with the quality of the relationship and services provided. Therefore, strengthening CRM strategies can be an effective approach to maintaining customer loyalty and enhancing Momoyo's competitive position in the market.

DISCUSSION

Based on the statistical outcomes, the Customer Relationship Management (CRM) variable generated a t-value of 7.779, which surpasses the t-table threshold of 2.012,

accompanied by a significance level of 0.001. These results confirm the acceptance of the proposed hypothesis and indicate that CRM has a positive and significant impact on customer loyalty toward Momoyo Ice Cream. This conclusion aligns with earlier studies indicating that well-executed CRM strategies can enhance customer retention and strengthen long term loyalty (Arham *et al.*, 2025).

The distribution of respondents' answers further reinforces this finding, as most customers expressed agreement with the CRM related statements presented in the questionnaire (Mishra & Mohanty, 2018). In this study, CRM is conceptualized through three core dimensions Operational, Analytical, and Collaborative CRM reflecting the multidimensional framework commonly referenced in CRM scholarship (Malthouse *et al.*, 2013). These dimensions illustrate how Momoyo strengthens its customer relationships through friendly service, consistent product quality, structured relationship development, and responsive customer interaction (F, 2024).

The role of CRM in improving customer satisfaction is also evident in the findings. Satisfaction is widely recognized as a key antecedent to loyalty (Alzari, 2025). When customers feel that they receive attentive service, accurate information, and efficient problem resolution, their emotional and behavioral commitment increases leading to stronger loyalty (Azis *et al.*, 2023). These results support the notion that CRM meaningfully shapes positive consumer experiences particularly in industries like F&B, which are characterized by intense competition and relatively low switching costs (Alamsyah, 2023).

Momoyo's dedication to strengthening customer relationships is evident through several strategic initiatives, including maintaining product taste consistency, delivering fast service across outlets, and optimizing digital communication through social media platforms. Such practices are in line with CRM theories emphasizing the importance of continuous engagement and personalized interaction in reinforcing customer bonding (Priskila *et al.*, 2025). Positive customer experiences generated through these efforts enhance the likelihood of repeat purchases, word of mouth recommendations, and customer preference toward Momoyo despite the presence of numerous competitors (Koni'ah *et al.*, 2023).

Overall, the analysis demonstrates that CRM functions as a strategic pillar in building and sustaining customer loyalty for Momoyo Ice Cream. This finding is in line with earlier empirical studies demonstrating that CRM plays an important role in shaping purchasing behavior, emotional attachment, and long term customer relationships (Maulida *et al.*, 2024). In today's increasingly competitive and dynamic culinary market, CRM remains a vital and effective approach for securing customer retention and strengthening brand competitiveness.

CONCLUSIONS

The results of the analysis reveal that CRM meaningfully and significantly enhances customer loyalty among consumers of Momoyo Ice Cream. This result highlights that the more effectively a company manages and nurtures its relationships with customers, the stronger the loyalty that customers develop toward the brand. The CRM practices implemented by Momoyo through friendly, responsive, continuous service and consistent interactions have successfully created positive customer experiences that encourage repeat purchases, positive recommendations, and preference for Momoyo despite the presence of various alternative ice cream brands in the market. The coefficient of determination of 33.9 percent further indicates that CRM contributes significantly to the formation of customer loyalty, although other factors outside the model also influence it.

Practically, this study emphasizes that improving CRM quality can serve as a key strategy for Momoyo in maintaining and strengthening its customer base amid increasingly intense competition in the F&B industry. The company is advised to continue enhancing service quality, improving interaction systems, and strengthening emotional closeness with customers. However, this study is not without limitations. The use of a non-probability sampling method and a relatively modest sample size may limit the extent to which the findings can be generalized to a wider consumer population. The study also examines only one independent variable CRM without incorporating other relevant determinants of loyalty, and relies solely on self-reported questionnaire data, which may contain potential biases. Considering these limitations, future research is encouraged to expand the sample size, employ probability sampling methods, integrate qualitative approaches for deeper insight, and include additional variables such as product quality, customer experience, service satisfaction, and brand image to develop a more comprehensive and robust model capable of explaining customer loyalty more thoroughly.

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