

The Influence of Customer Experience, Local Wisdom, on Customer Loyalty Clothing Market Mediated bt Customer Relationship Management

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ABSTRACT: This study aims to analyze the effect of customer experience, and local wisdom on customer loyalty in the clothing industry in batam city, with customer relationship management (CRM) as a mediating variable. The backgrounds of this research is based on the condition of the clothing industry in batam, which is still considered an immature market, characterized by intense competition, unstable purchasing power, adn suboptimal implementation of marketing strategies and customer relationship management. This research uses a quantitative approach with a survey method through questionnaires based on a Likert scale distributed to clothing consumers in batam. The sampling technique used is purposive sampling, with criteria of respondents who have purchased clothing product. Data analysis was conducted using Structural Equation Modeli g (SEM-PLS) to examine both direct and indirect relationship between variables. The result show that customer experience and local wisdom have significant effect on customer loyalty, both directly and indirectly through CRM as mediating variable. In addition, CRM plays an important role in strengthening the relationship between independent variables and customer loyalty. These findings indicate that improving customer experience, and integrating local wisdom must be supported by effective customer relationship management to optimally enhance loyalty. This study provides theoretical contributions to the development of marketing management, particularly regarding the mediating role of CRM, and offers practical implications for clothing businesses in Batam in designing more effective to improve customer loyalty

KEYWORDS: customer experience, customer relationship management (CRM), customer loyalti, local wisdom

INTRODUCTION

The fashion industry, particularly the clothing sector, is a continuously growing industry with highly competitive dynamics. In Batam, the clothing industry has shown significant growth, driven by the growth in the number of businesses and the growing public interest in fashion products. However, the market in Batam remains an immature market, characterized by unstable consumer purchasing power, intense but unprofessionally structured competition, and many businesses operating independently without robust system support. This situation requires companies not only to be able to sell products but also to create added value that can retain customers in the long term (Rehman & Al-Ghazali, 2022). In this context, customer loyalty is a key factor in determining business success and sustainability. Customer loyalty is reflected not only in repeat purchasing behavior but also in positive attitudes toward the brand, trust, and willingness to recommend the product to others. (Zhang et al., 2023). Amidst increasingly complex competition, building customer loyalty presents a unique challenge for the clothing industry in Batam, particularly because some consumers still tend to make purchases based on price or short-term trends rather than brand attachment.

Along with developments in consumer behavior and modern marketing concepts, several factors are considered to have a significant influence on building customer loyalty, namely customer experience and local wisdom. Customer experience encompasses all interactions consumers experience when engaging with a brand, from the information search process and purchasing to after-sales service (Primantari et al., 2022). Positive and consistent experiences can create lasting impressions, increase satisfaction, and foster customer loyalty.

On the other hand, local wisdom is also a factor that can provide a competitive advantage in the clothing industry. The integration of local cultural values, regional identity, and elements of local wisdom into products and marketing strategies can create unique differentiation and strengthen the emotional connection between consumers and brands. However, in Batam, a city with a heterogeneous population and a tendency to serve as a transit area, the use of local wisdom in the clothing industry has not been fully maximized by businesses.



While this factor has significant potential to increase customer loyalty, its effectiveness depends heavily on how companies systematically manage customer relationships. (L. Chen et al., 2021) In this regard, customer relationship management (CRM) plays a crucial role as a bridging variable between customer experience and local wisdom and customer loyalty. CRM is a strategy that encompasses customer data management, specialized communication, and ongoing service to build long-term relationships with customers. However, in practice, many clothing businesses in Batam still face limitations in CRM implementation, such as suboptimal customer data management, a lack of consistent communication, and minimal integration between marketing and customer service functions.

These conditions result in a suboptimal relationship between the factors influencing customer loyalty, necessitating a more in-depth study to understand the role of each variable within the context of the Batam clothing industry. Therefore, this study aims to analyze the influence of customer experience and local wisdom on customer loyalty, with customer relationship management (CRM) as a mediating variable. This research is expected to contribute theoretically to the development of marketing management science and provide practical implications for clothing businesses in Batam in designing more effective strategies to increase customer loyalty and sustainable business competitiveness.

THEORETICAL FRAMEWORK AND LITERATURE REVIEW

This research is based on the concept of relationship marketing, which emphasizes the importance of building long-term relationships between companies and customers. In the highly competitive clothing industry, particularly in Batam, companies focus not only on sales transactions but also on creating sustainable value through strong customer relationships. Relationship marketing is relevant because customers who have an emotional connection and trust in a brand tend to be more loyal and less likely to switch to competitors. Therefore, companies need to develop strategies that can retain customers long-term.

One important factor in building customer loyalty is customer experience. Customer experience is the overall experience a customer experiences when interacting with a company, from before, during, and after purchase. A positive experience will create satisfaction and a positive perception of the brand, thus encouraging customers to make repeat purchases and recommend the product to others. Conversely, a poor experience can erode trust and cause customers to switch to competitors. In the context of the clothing industry in Batam, customer experience remains a challenge because not all businesses are able to provide consistent service.

Local wisdom also plays a crucial role in building customer loyalty. Local wisdom is a cultural value that can be used as a product identity and differentiation. In the clothing industry, local wisdom can be implemented through product designs that highlight local culture, the use of traditional motifs, and marketing communications that reflect cultural values. This can create an emotional connection between customers and brands. However, in the context of Batam, which has a heterogeneous community, the use of local wisdom has not yet been fully maximized by businesses.

To optimize the influence of these various factors on customer loyalty, a system capable of effectively managing customer relationships is needed, namely customer relationship management (CRM). CRM is a strategy used by companies to manage interactions with customers through data collection, targeted communication, and ongoing service. CRM can strengthen the relationship between customer experience, sustainability marketing, and local wisdom on customer loyalty.

Based on this description, it can be concluded that customer experience and local wisdom are important factors influencing customer loyalty, both directly and through the mediating role of CRM. The relationship between these variables shows that the better the customer experience, the implementation of sustainable marketing, and the utilization of local values, the stronger the company's relationship with customers, which will ultimately increase customer loyalty, especially in the clothing industry in Batam City.

According to Dam & Dam (2021), Customer Experience is a customer experience that considers economic, social, and environmental aspects. Customer loyalty is a customer's commitment to continue purchasing and recommending a product. The relationship between variables (Supriyanto et al., 2021a) explains that when customers see a company that cares about the environment and ethics, they feel their personal values align with theirs, thus becoming more loyal. According to Supriyanto et al., 2021b, Customer Experience increases customer loyalty through trust and value alignment.

H1: Customer Experience has a positive and significant effect on customer loyalty.

According to Mokha & Kumar (2022), Customer Experience is the entire customer journey interacting with a brand across various touchpoints that shape customer perceptions and emotions. Meanwhile, Customer Relationship Management (CRM), according to



Perez-Vega et al. (2022), is a business strategy that integrates processes, people, and technology to build long-term relationships with high-value customers. Customer experience influences CRM because positive customer experiences improve the quality of relationships and interactions managed through CRM (Kumar et al., 2023). A good customer experience helps companies obtain more accurate behavioral data, thus facilitating CRM personalization. When customers have a pleasant experience, they are more willing to provide information, feedback, and continue interacting with the brand. This data forms the foundation of effective CRM because CRM depends on the level of engagement and trust of the company's customers. Conclusion: Mutia Hannisyah Putri Lubis et al. (2023) concludes that a positive customer experience strengthens the effectiveness of CRM in building long-term relationships with customers.

H2: Customer Experience has a positive and significant effect on Customer Relationship Management (CRM).

According to Gunawan et al. (2023), local wisdom is the cultural values and norms that guide a community's life. Customer loyalty (Dam & Dam, 2021) is a customer's commitment to continue purchasing or recommending a particular product. The relationship states that the application of local cultural values, such as honesty and togetherness, creates an emotional closeness between customers and brands, which strengthens loyalty. When companies adopt local values in their services, customers feel valued and have a cultural bond with the brand, thus becoming more loyal. According to Gunawan et al. (2023) and Dam & Dam, 2021, local wisdom increases customer loyalty through emotional closeness and shared cultural values.

H3: Local wisdom has a positive and significant effect on customer loyalty.

According to Umar et al., 2021, local wisdom is the cultural values and practices that guide social behavior. Meanwhile, CRM is a strategy for building and maintaining long-term relationships with customers through valuable interactions. Relationship variables (Kumar & Mokha, 2022) explain that local wisdom values such as honesty, togetherness, and mutual trust can strengthen the quality of relationships between companies and customers. Integrating local values into CRM creates more personal and ethical relationships because customers experience cultural compatibility and warmth in business interactions. Conclusions (Umar et al., 2021) and (Kumar & Mokha, 2022) suggest that local wisdom increases CRM effectiveness by strengthening customer trust and emotional closeness.

H4: Local wisdom has a positive and significant effect on customer relationship management (CRM).

According to (Kumar & Mokha, 2021), customer experience is the overall interaction between customers and a brand that shapes perceptions and satisfaction. Meanwhile, (Khurniasari & Rahyadi, 2021) explain that customer relationship management (CRM) plays a role in managing long-term relationships with customers to increase loyalty. Positive customer experiences can drive loyalty. Positive customer experiences can drive loyalty, but the effect is stronger when mediated by CRM because this system helps companies understand and retain customers (Mokha & Kumar, 2022).

H5: Customer Relationship Management (CRM) mediates the positive and significant effect of customer experience on customer loyalty.

According to (Gunawan et al., 2023), local wisdom is a local value that manifests in ways of interacting and building trust in social and business relationships. Meanwhile, (Umar et al., 2021) explain that customer relationship management (CRM) functions to manage customer relationships to create loyalty. The application of local wisdom can increase customer loyalty, but the effect is stronger when mediated by CRM because CRM helps strengthen relationships based on cultural values and trust. (Alam et al., 2021)

H6: Local wisdom influences customer loyalty, mediated by Customer Relationship Management (CRM).

METHOD

This study was designed to explain the causal relationship between the independent variables, namely customer experience and local wisdom, and the dependent variable, customer loyalty, with customer relationship management (CRM) as a mediating variable. All variables were measured using a Likert-based questionnaire administered to respondents who met the research criteria. Data collection was conducted through online and offline surveys to reach a wider audience of consumers in the Batam clothing market. The analytical methods used included validity and reliability tests to ensure instrument quality, followed by hypothesis testing using statistical techniques such as multiple linear regression or Structural Equation Modeling (SEM) to examine direct effects. A mediation test was also used (Martasubrata & Priyadi, 2020) to determine the role of CRM in strengthening the relationship between

variables. This design is based on a research model developed in [1], systematically structured to answer the hypotheses, which encompass the direct and indirect effects of each variable studied. With this design, the study can provide a comprehensive empirical overview of how customer experience strategies, sustainable marketing, and local wisdom contribute to customer loyalty through CRM in the context of the growing clothing industry in Batam. The clothing market in Batam city encompasses local brands and fashion retailers offering clothing products to consumers in the region. The Batam clothing industry was chosen because, based on the study in Chapter 1, its conditions are unstable, competition is fierce but unstructured, CRM implementation is not optimal, and local wisdom has not been fully utilized. This makes the Batam clothing market a relevant context for examining factors influencing customer loyalty (Mustofa & Nugrahani, 2024). The research subjects were customers of clothing brands in Batam, namely individuals who had purchased clothing products from brands operating in Batam. They served as the primary data source because consumer perceptions of the shopping experience, sustainability values, the application of local culture, and interactions through CRM are important indicators in assessing customer loyalty. Thus, this research subject was chosen to provide a concrete overview of the relationship between variables in the context of the local clothing industry (Muhammad Daffa Azhar et al., 2024).

RESULT AND DISCUSSION

The majority of respondents were female (51.68%) and dominated by Generation Z (62.50%) aged 18-30 years (65.78%). Most had an income of IDR 1-5 million (45.68%), with high school/vocational school education (46.29%) and bachelor's degree (33.92%), and were students (35.63%) and private employees (32.63). Respondents had a fairly active purchasing frequency, dominated by the frequent and fairly frequent categories. Brand preferences were relatively balanced between local and foreign, with Uniqlo (28.75%) and Erigo (28.40%) dominating. Overall, respondents represented young consumers who actively shopped for clothing in Batam.

Table 1. Construct realibity and validity

Variabel	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
CE	0,898	0,899	0,929	0,765
CL	0,890	0,891	0,924	0,752
CRM	0,915	0,915	0,940	0,796
LW	0,882	0,885	0,919	0,739

Source: Primary data processed by researchers, 2026

The Cronbach's Alpha and Composite Reliability values for all variables were above 0.7, thus concluding that the research instrument is reliable. The AVE values for all variables were above 0.5, indicating good convergent validity.

Table 2. Hypotesis Result

Variabel	T statistis (O/STDEV)	P values
CE -> CL	8.021	0,000
CE -> CRM	5.123	0,000
LW -> CL	4.534	0,000
LW -> CRM	5.217	0,000
CE -> CRM-> CL	3,343	0,001
LW -> CRM-> CL	3,987	0,000

Source: Primary data processed by researchers, 2026

Based on the path coefficient results, all variables, namely customer experience and local wisdom, have a positive and significant effect on customer loyalty and CRM, because they have a t-statistic value > 1.96 and p-values <0.05. Among the three,



customer experience has the strongest influence, so it can be concluded that improving customer experience is a major factor in increasing customer loyalty and CRM effectiveness. Based on specific indirect effects, all indirect paths (LW and CE through CRM to CL) showed a positive and significant influence, as the T-statistic value was > 1.96 and p-values were < 0.05 . This indicates that CRM acts as a mediating variable.

DISCUSSION

H1: Customer experience has a significant positive effect on customer loyalty, meaning a good experience increases customer loyalty. (Ertemel et al., 2021). This means that the better the experience a customer experiences, the higher their level of loyalty. (Al-Washliyah College of Economics, Sibolga et al., 2022). A pleasant experience throughout the purchase process and after the purchase can create satisfaction and encourage customers to repurchase and recommend the product.

H2: Local wisdom has a significant positive effect on customer loyalty, because cultural values create an emotional closeness with customers. (Primayanti & Puspita, 2022a). This means that the application of local cultural values in products and services can create an emotional connection with customers. (Primayanti & Puspita, 2022). This makes customers feel more connected to the brand and increases loyalty.

H3: Customer experience has a significant positive effect on CRM, so a good experience strengthens customer relationships. (Gao et al., 2023) This shows that a good customer experience can improve the quality of relationships between customers and companies. (Molinillo et al., 2022) Positive experiences encourage more customer engagement and make it easier for companies to manage relationships through CRM.

H4: Local wisdom has a significant positive effect on CRM, through a cultural approach that strengthens customer relationships. (Primayanti & Puspita, 2022a) This shows that local wisdom values can strengthen relationships between companies and customers through a more personalized and culturally based approach, thereby increasing CRM effectiveness.

H5: CRM significantly mediates the effect of customer experience on customer loyalty. (Kumar & Mokha, 2022) A good customer experience will further increase loyalty if supported by effective use of customer relationships through CRM.

H7: CRM significantly mediates the effect of local wisdom on customer loyalty. (Zhang et al., 2023) The implementation of local wisdom values will be more effective in increasing loyalty if supported by a CRM strategy that can build long-term relationships with customers.

CONCLUSION

According to Rahman et al. (2021), this study shows that customer experience, sustainability marketing, and local wisdom have a positive and significant influence on customer loyalty, both directly and through the mediation of customer relationship management (CRM). Zhang et al. (2023) found that customer experience is the most dominant factor in increasing customer loyalty. Furthermore, CRM has been shown to play a significant role as a mediating variable, strengthening the relationship between these three variables and customer loyalty. An R-square value above 0.50 and a goodness of fit (GoF) of 0.622 indicate that the research model has strong explanatory power and a good level of fit. (Winardy & Marheni, 2024) Thus, improving customer experience, implementing sustainable marketing, and utilizing local wisdom, supported by effective CRM management, can increase customer loyalty in the clothing industry in Batam (Primantari et al., 2022).

RESEARCH IMPLICATIONS

This research contributes to the development of marketing management science, particularly in understanding the factors influencing customer loyalty in the clothing industry in Batam City. The results show that customer experience, sustainability marketing, and local wisdom have a positive and significant influence on customer loyalty, both directly and through customer relationship management (CRM) as a mediating variable. These findings confirm that customer loyalty is influenced not only by product quality, but also by customer experience, the implementation of sustainable marketing, and the company's ability to integrate local cultural values into its business strategy. Furthermore, CRM has been shown to be a factor that can strengthen the relationship between the company and its customers, thereby increasing loyalty sustainably. Therefore, this research can serve as a reference for academics and practitioners in developing more effective marketing strategies in the fashion industry, particularly the clothing market in Batam City.



This research reinforces the Relationship Marketing theory, which states that long-term relationships between companies and customers are the primary factor in creating customer loyalty. The results demonstrate that customer experience, sustainability marketing, and local wisdom are important determinants capable of increasing customer loyalty. Furthermore, this study expands on previous studies by showing that Customer Relationship Management (CRM) acts as a significant mediating variable in strengthening the influence of these three variables on customer loyalty. These findings contribute to the development of literature on modern marketing, particularly in the context of the clothing industry in developing regions like Batam City, which is characterized by a developing market and high levels of competition.

The research results provide several practical implications for clothing businesses in Batam. First, companies need to improve customer experience through fast, friendly, and consistent service, as well as providing a pleasant shopping experience both offline and online. Second, companies need to implement sustainability marketing effectively, such as using environmentally friendly materials, reducing production waste, and transparently communicating information about sustainability practices to consumers to increase customer trust. Third, businesses need to leverage local wisdom as a brand identity through the use of designs, motifs, and marketing concepts that reflect local culture, thereby creating product differentiation and fostering emotional connection with customers. Furthermore, companies need to optimize CRM implementation through customer database management, more personalized communication, loyalty programs, and ongoing after-sales service to maintain long-term relationships with customers and increase customer loyalty.

This research provides input to local governments and institutions that foster MSMEs in the fashion sector to further encourage the development of the clothing industry through policies that support the implementation of sustainable marketing, CRM digitalization, and the preservation of local wisdom values. The government can provide training on customer relationship management, digital marketing, and sustainability marketing to clothing businesses to increase the competitiveness of local businesses. Furthermore, support for the promotion of clothing products that highlight the local culture of Batam and the Riau Islands also needs to be increased to strengthen the identity of local products in national and international markets. With this policy support, the clothing industry in Batam is expected to develop sustainably and become more competitive.

RESEARCH LIMITATIONS

This research still has several limitations. First, the research object only focuses on clothing consumers in Batam City, so the results cannot be generalized to the fashion industry in other regions. Second, the study only used three independent variables: customer experience, sustainability marketing, and local wisdom, with CRM as a mediating variable. Therefore, there is the possibility that other factors may influence customer loyalty, such as brand image, perceived value, product quality, customer satisfaction, and trust. Third, the study used a quantitative approach through questionnaires, so respondents' answers are highly dependent on individual perceptions and cannot provide a more in-depth description of the situation. Fourth, the majority of respondents were Generation Z, aged 18-30, so the research results more closely reflect the behavior of younger consumers than other age groups.

RESEARCH RECOMMENDATIONS

Based on the research findings, the researchers offer several recommendations. Clothing businesses in Batam are advised to continuously improve the quality of customer experience through consistent service, strengthen the implementation of technology-based CRM, implement sustainable marketing strategies, and develop products that emphasize local wisdom as a competitive advantage. The local government and related institutions are expected to provide support in the form of training, mentoring, and policies that encourage digitalization and sustainable marketing for clothing MSMEs. Meanwhile, future research is recommended to expand the research area beyond Batam, add other variables such as brand image, customer satisfaction, product quality, perceived value, or trust, and use a mixed methods approach to gain a more comprehensive understanding of the factors influencing customer loyalty in the fashion industry.

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