

**THE INFLUENCE OF CUSTOMER RELATIONSHIP MANAGEMENT,
ELECTRONIC WORD OF MOUTH, AND PRICE ON PURCHASE
DECISION (A STUDY ON ORIFLAME CONSUMERS IN PROBOLINGGO)**



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Abstract

This study examines the influence of Customer Relationship Management (CRM), Electronic Word of Mouth (eWOM), and Price on consumer purchasing decisions, focusing on Oriflame customers in Probolinggo. The research addresses the competitive dynamics in the beauty and personal care industry, particularly the challenges faced by Oriflame, which maintains a strong market presence despite not utilizing e-commerce platforms. The study applies a quantitative associative method with 100 respondents aged 15–44 using a purposive sampling technique. The independent variables include CRM, eWOM, and Price, while the dependent variable is Purchase Decision. Data were analyzed using multiple linear regression to identify both simultaneous and partial effects of the independent variables. The findings reveal that eWOM and Price have a significant and positive impact on consumer decisions, while CRM shows no significant effect. These results indicate that consumers are heavily influenced by online reviews and price suitability, especially in a competitive and digitally-driven market. The study offers practical recommendations for businesses to enhance eWOM strategies, improve customer interaction, and maintain competitive pricing, which are crucial for sustaining brand loyalty. It also contributes to the academic discourse on digital marketing and consumer behavior in the cosmetic industry, particularly in developing regions where digital literacy and consumer awareness are rapidly increasing.

Keywords: Customer Relationship Management, Electronic Word of Mouth, Price, Purchasing Decision, Oriflame

INTRODUCTION

The beauty and personal care industry in Indonesia has experienced substantial growth in recent years, particularly during and after the COVID-19 pandemic. Despite the global economic uncertainty, consumer interest in skincare and cosmetics has continued to rise. This phenomenon is driven not only by essential needs but also by lifestyle preferences and growing awareness of personal appearance. According to Kompas.com (2024), the number of businesses in the beauty sector in Indonesia increased from approximately 1,030 to over 1,200 within a year, contributing around 89% to the small and medium-sized enterprise sector. The industry is projected to grow at a steady rate of 4% annually, indicating a highly competitive and dynamic market.

One notable player in this sector is Oriflame, a Swedish-based beauty company established in 1967 and operating in Indonesia since 1986 under PT. Orindo Alam Ayu. With a strong network of over 2 million independent consultants worldwide and 13 branch offices across Indonesia, Oriflame applies a direct selling business model. Interestingly, Oriflame prohibits its resellers from selling products via e-commerce platforms, which sets it apart from most competitors that heavily rely on digital marketplaces.

In Probolinggo, East Java, Oriflame has maintained a significant presence despite a fluctuating sales trend over the last several months. Data from Oriflame's official catalog prices indicate that product sales have seen considerable variations, suggesting a need to understand the underlying consumer decision-making behavior in this specific region. Furthermore, Oriflame has experienced a noticeable decline in several product categories according to the Top Brand Index from 2022 to 2025. These fluctuations underline the necessity for companies like Oriflame to revisit and evaluate their marketing strategies in local markets.

In response to this challenge, businesses must explore key factors that influence consumer purchase decisions. Three main variables identified as significant influencers are Customer Relationship Management (CRM), Electronic Word of Mouth (eWOM), and Price. CRM focuses on building long-term relationships with customers by delivering personalized interactions and fostering loyalty. In the context of Oriflame's direct selling model, CRM is implemented through personal engagement between resellers and consumers.

Meanwhile, the role of eWOM has expanded in the digital era. As social media and online platforms become primary sources of product information, consumers increasingly rely on online reviews and testimonials. eWOM allows customers to share their experiences broadly and often influences others' buying behavior more effectively than traditional advertising.

Lastly, Price remains a decisive factor in purchasing behavior. Consumers tend to compare prices with competitors and assess whether the perceived value aligns with their expectations. An appropriate pricing strategy not only attracts new customers but also retains existing ones by reinforcing perceived value.

This study explores how CRM, eWOM, and Price impact Oriflame consumers' purchasing decisions in Probolinggo. By understanding the significance of these factors, the findings can provide valuable insights for improving marketing strategies and sustaining competitive advantage in a dynamic beauty market.

REVIEW OF LITERATURE

Customer Relationship Management

According to Diffley et al. (2015) in Ngelyaratan & Soediantono (2022), Customer Relationship Management (CRM) is a method that focuses on the customer as the central element in business. A company's success is determined by its ability to build and maintain strong relationships with its customers. With the advancement of technology and business applications, CRM plays an increasingly important role in enhancing customer loyalty and satisfaction.

Customer Relationship Management (CRM) is a process that serves to identify and establish connections with consumers and other stakeholders of the company. In addition to building relationships, CRM also plays a role in maintaining and accelerating business interactions to remain effective. If necessary, the company may choose to terminate relationships with certain parties to ensure business sustainability. Through proper relationship management, the company can generate profits and achieve mutual goals with all involved parties (Onassis et al., 2024).

Electronic Word of Mouth

According to Hennig-Thurau et al. (2004) in Jiwandono & Kusumawati (2020), Electronic Word of Mouth (eWOM) refers to reviews or opinions—both positive and negative—shared by customers. These reviews may be directed at prospective buyers, current users, or individuals who have previously purchased a product or engaged with a company. The information is distributed through online eWOM platforms, making it accessible to a wide audience. Due to its broad reach, eWOM has a significant impact on consumer perception and purchasing decisions.

Electronic Word of Mouth (eWOM) is a way of sharing information, opinions, or recommendations about products, services, or brands through digital platforms. The channels used include social media, review websites, blogs, forums, and online communities. Through eWOM, consumers can influence the thoughts and purchasing decisions of others on a large scale (Minanda et al., 2023).

Price

According to Dinawan (2010) in Anastasia et al. (2020), price in marketing can be viewed as a monetary value or another form of measure. This value may take the form of goods or services used in a transaction. Price is exchanged to obtain ownership rights over a product or service. Therefore, price plays a vital role in the process of exchange within the market.

According to Tjiptono (2008) in Lystia et al. (2022), price is an important variable in marketing. It has a significant impact on consumer decisions when purchasing a product. Consumers consider price before deciding to make a purchase. This occurs for various reasons related to perceived value and purchasing power.

RESEARCH METHOD

This study employs an associative quantitative approach to analyze the relationship among three variables: Customer Relationship Management (CRM), Electronic Word of Mouth (eWOM), and Price, in relation to purchase decisions. The research design follows a descriptive quantitative method, aiming to explain observed phenomena based on collected

sample data without making generalizations. The study was conducted in Probolinggo, chosen due to the strong presence and notable fluctuations in Oriflame product sales in the area. These dynamics reflect both high consumer interest and marketing challenges, making Probolinggo a strategic location for research.

Variable measurement was carried out using a Likert scale to quantify respondents' attitudes toward the research variables. This approach facilitates the transformation of abstract concepts into measurable data, enabling statistical analysis. The population of the study consisted of residents aged 15–44 in Probolinggo, totaling 627,232 individuals (BPS, 2025). Due to the large population size, the Slovin formula was used to determine an appropriate sample size, resulting in a sample of 100 respondents. The sampling technique applied was purposive sampling, targeting individuals with relevant experience or exposure to Oriflame products

RESULTS AND DISCUSSION

Validity Test

Validity testing was carried out by comparing the calculated r-value (r count) with the critical r-value from the table (r table) to determine whether each item in the instrument is valid. In this study, the sample consisted of 100 respondents (n = 100) with a significance level of 5%. To determine the value of r table, the formula $DF = n - 2$ was used, resulting in $DF = 98$. Based on the r table with $DF = 98$ at a 5% significance level, the r table value was found to be 0.196. An item is considered valid if the calculated r-value (r count) of each statement item is greater than the r table value. In this study, the validity test was conducted using SPSS version 26.

Table 1.
Validity Test Results

Variabel	Item Pernyataan	r hitung	r tabel	Keterangan
<i>Customer Relationship Management (X1)</i>	X1.1	0,813	0,196	Valid
	X1.2	0,786	0,196	Valid
	X1.3	0,793	0,196	Valid
	X1.4	0,758	0,196	Valid
	X1.5	0,749	0,196	Valid
	X1.6	0,789	0,196	Valid
<i>Electronic Word Of Mouth (X2)</i>	X2.1	0,647	0,196	Valid
	X2.2	0,52	0,196	Valid
	X2.3	0,756	0,196	Valid
	X2.4	0,854	0,196	Valid
	X2.5	0,81	0,196	Valid
	X2.6	0,806	0,196	Valid
<i>Harga (X3)</i>	X3.1	0,699	0,196	Valid
	X3.2	0,723	0,196	Valid
	X3.3	0,681	0,196	Valid
	X3.4	0,687	0,196	Valid
	X3.5	0,791	0,196	Valid
	X3.6	0,74	0,196	Valid
<i>Keputusan Pembelian (Y)</i>	Y.1	0,762	0,196	Valid
	Y.2	0,804	0,196	Valid
	Y.3	0,759	0,196	Valid
	Y.4	0,612	0,196	Valid
	Y.5	0,619	0,196	Valid
	Y.6	0,556	0,196	Valid

Source: SPSS Data Analysis Results (2025)

The validity test table shows that each item in all variables is valid. This is because the r-count values are greater than or equal to the r-table value. Therefore, all indicators in this study are considered valid. As a result, the instrument used can be relied upon to accurately measure the variables being studied.

Reliability Test

The reliability test aims to measure the consistency of responses in the questionnaire used. This test was conducted using the Cronbach's Alpha method. A variable is considered reliable if the Cronbach's Alpha value is greater than 0.60. The reliability test results for each variable were conducted using SPSS version 26.

Table 1.
Reliability Test

Variable	<i>Chronbach's Alpha</i>	Keterangan
<i>Customer Relationship Management</i>	0,871	Reliabel
<i>Electronic Word Of Mouth (X2)</i>	0,834	Reliabel
<i>Price (X3)</i>	0,814	Reliabel
<i>Buying Desicion (Y)</i>	0,779	Reliabel

Source: SPSS Data Analysis Results (2025)

Based on the table above, it can be concluded that the calculated Cronbach's Alpha values for all variables are greater than the minimum threshold of 0.6. Therefore, it can be stated that the questionnaire used in this study is reliable.

Classical Assumption Test

Normality Test

The normality test is used to evaluate whether the data in this study follow a normal distribution or not. A normal data distribution is an important indicator of a good study, as it can affect the validity and accuracy of the analysis results.

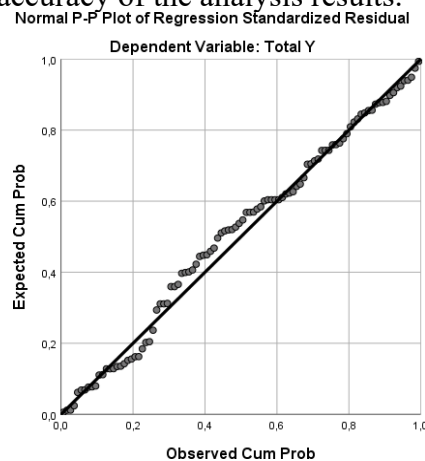


Figure 1

Normality Test

Source: SPSS Data Analysis Result, (2025)

The image above illustrates that the data points are distributed around the diagonal line and follow its pattern. This indicates that the analyzed data exhibits a distribution consistent with normality. Meeting the assumption of normality is crucial, as it underpins the validity of various analytical methods such as regression and hypothesis testing. Therefore, the analysis results can be considered more accurate and reliable. In conclusion, it can be stated that the analyzed data conforms to a normal distribution.

Multicollinearity Test

The multicollinearity test was conducted to determine the presence of correlations among the independent variables in the regression model. An ideal regression model should not exhibit high correlations between independent variables. Multicollinearity is considered absent when the tolerance value is greater than 0.10, and the VIF (Variance Inflation Factor) is less than 10. The test results were obtained using SPSS version 26.

Table 2
Multicollinearity Test Results

No	Independent Variable	Collinearity Statistic		Notes
		Tolerance	VIF	
1	Customer Relationship Management (X1)	0,961	1,041	No Multicollinearity
2	Electronic Word Of Mouth (X2)	0,323	3,096	No Multicollinearity
3	Price (X3)	0,327	3,055	No Multicollinearity

Source: SPSS Data Analysis Result, (2025)

As shown in the table above, all independent variables have VIF values below 10. This indicates that the regression model is free from multicollinearity problems.

Heteroscedasticity Test

The heteroscedasticity test was conducted to identify any unequal variation in the residual values of the regression model from one observation to another. A good regression model should be free from heteroscedasticity. In this study, the test was performed by analyzing the distribution pattern of points in the Scatterplot graph. If the points are randomly scattered above and below the value of 0 on the Y-axis without forming a specific pattern, it can be concluded that heteroscedasticity is not present. The results of the heteroscedasticity test using SPSS version 26 are shown in the following figure:

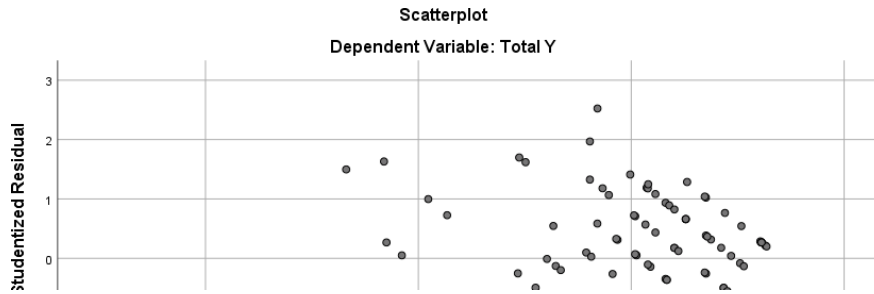


Figure 2
Heteroscedasticity Test Results
 Source: SPSS Data Analysis Result, (2025)

The figure demonstrates a random distribution of data points above and below zero on the Y-axis, with no discernible pattern. This suggests that the regression model used for hypothesis testing is free from heteroscedasticity.

Multiple Linear Regression Analysis

Table 3
Multiple Linear Regression Analysis Results

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	4.756	2.011		2.364	0,20		
	Customer Relationship Management (X1)	0,027	0,049	0,032	0,538	0,592	0,961	1.041
	Electronic Word Of Mouth (X2)	0,404	0,088	0,466	4.590	0,000	0,323	3.096
	Harga (X3)	0,402	0,101	0,401	3.980	0,000	0,327	3.055

a. Dependent Variable: Transaction Decision (Y)

Based on the table above, the multiple linear regression equation is obtained as follows:

$$Y = \alpha + \beta_1. X_1 + \beta_2. X_2 + \beta_3. X_3 + e$$

Purchase Decision = 4.756 + 0.027 X₁ + 0.404 X₂ + 0.402 X₃ + e

The explanation of the regression equation is as follows:

- a. The constant (β_0) of 4.756 indicates that if all independent variables (X₁, X₂, and X₃) are held constant, the value of the dependent variable (Y) or **Purchase Decision** is 4.756 units.

- b. The regression coefficient of the variable **Customer Relationship Management** (X_1) is 0.027, meaning that a one-unit increase in Customer Relationship Management, assuming other variables remain constant, will increase the Purchase Decision by 0.027 units.
- c. The regression coefficient of the variable **Electronic Word of Mouth** (X_2) is 0.404, indicating that a one-unit increase in Electronic Word of Mouth, assuming the other independent variables are constant, will increase the Purchase Decision by 0.404 units.
- d. The regression coefficient of the variable **Price** (X_3) is 0.402, which shows that a one-unit increase in Price, assuming the other variables remain constant, will increase the Purchase Decision by 0.402 units.

Hypothesis Testing
Simultaneous Test (F-test)

Table 4
Simultaneous Test Result

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	508,587	3	169,529	68,152	,000 ^b
	Residual	238,803	96	2,488		
	Total	747,390	99			

a. Dependent variable: Transaction Decision (Y)
 b. Predictors: (Constant), *Customer Relationship Management* (X_1), *Electronic Word Of Mouth* (X_2), *Harga* (X_3)

Source: SPSS Data Analysis Result, (2025)

Table 5 shows that the calculated F-value (F-value) is 68.152 with a significance level of 0.000. To determine the F-table value, the degrees of freedom for the numerator are $df_1 = 3$ (corresponding to the number of independent variables), and the degrees of freedom for the denominator are $df_2 = (n - k) = (100 - 4) = 96$, where n is the total sample size. Based on the F-distribution table at a 5% significance level, the F-table value is 3.096.

Since the calculated F-value ($68.152 > F\text{-table}$ (3.096), and the significance value ($0.000 < 0.05$), H_1 is accepted. Therefore, the variables Customer Relationship Management (X_1), Electronic Word of Mouth (X_2), and Price (X_3) simultaneously have a significant impact on Purchase Decision (Y).

Partial Test (t-test)

Table 5
Partial Test Results

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Correlations	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	4,756	2,011		2,364	,020		
	<i>Customer Relationship Management (X1)</i>	,027	,049	,032	,538	,592	,961	1,041
	<i>Electronic Word Of Mouth (X2)</i>	,404	,088	,466	4,590	,000	,323	3,096
	Harga (X3)	,402	,101	,401	3,980	,000	,327	3,055
a. Dependent Variable: Transaction Decision (Y)								

Source: SPSS Data Analysis Result, (2025)

Based on the results, it can be concluded that

1. The t-test results in Table 6 show a t-value of 0.538 with a significance level of 0.592. Since the t-value (0.538) is less than the t-table value (1.984) and the significance level is greater than 0.05 (0.592 > 0.05), it can be concluded that Customer Relationship Management (X₁) does not have a partial effect on Purchase Decision (Y).
2. The t-test results in Table 6 show a t-value of 4.590 with a significance level of 0.000. Since the t-value (4.590) is greater than the t-table value (1.984) and the significance level is less than 0.05 (0.000 < 0.05), it is concluded that Electronic Word of Mouth (X₂) has a significant partial effect on Purchase Decision (Y).
3. The t-test results in Table 6 show a t-value of 3.980 with a significance level of 0.000. Since the t-value (3.980) is greater than the t-table value (1.984) and the significance level is less than 0.05 (0.000 < 0.05), it is concluded that Price (X₃) has a significant partial effect on Purchase Decision (Y).

Coefficient of Determination Analysis

Table 6
Coefficient of Determination Analysis Results

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin Watson
1	,825 ^a	,680	,670	1,577	1,797
a. Predictors: (Constant), <i>Customer Relationship Management</i> (X1), <i>Electronic Word of Mouth</i> (X2), <i>Harga</i> (X3) b. Dependent Variable: <i>Transaction Decision</i> (Y)					

Source: SPSS Analysis Data Results, (2025)

The table above shows that the R Square value is recorded at 0.680, indicating that 68% of the variation in Purchase Decision can be explained by Customer Relationship Management (X₁), Electronic Word of Mouth (X₂), and Price (X₃). Meanwhile, the remaining 32% is influenced by other factors not included in this study's model.

1. The Influence of Customer Relationship Management (X₁), Electronic Word of Mouth (X₂), and Price (X₃) on Purchase Decision (Y)

The results of the simultaneous hypothesis testing (F-test) using SPSS Statistics 26 show that the variables Customer Relationship Management (X₁), Electronic Word of Mouth (X₂), and Price (X₃) have a significant influence on Purchase Decision (Y). This finding aligns with the decision-making criteria for the F-test, in which the calculated F-value must be greater than the F-table value and the significance level must be less than 0.05.

The test results show that the calculated F-value (68.152) is greater than the F-table value (3.096), with a significance level of 0.000 < 0.05. Therefore, H₁ is accepted. This indicates that, simultaneously, Customer Relationship Management, Electronic Word of Mouth, and Price have a significant impact on the Purchase Decisions of Oriflame customers in Probolinggo.

2. The Influence of Customer Relationship Management (X₁) on Purchase Decision (Y)

This study reveals that the variable Customer Relationship Management (X₁) does not have a significant impact on the Purchase Decision (Y) of Oriflame consumers in Probolinggo. Based on the test results, the calculated t-value is 0.538, which is less than the t-table value (0.538 < 1.984), and the significance value is greater than 0.05 (0.592 > 0.05). Therefore, H₂ is rejected, indicating that the Customer Relationship Management efforts implemented by Oriflame in Probolinggo have not successfully influenced customers to make purchase decisions.

3. The Influence of Electronic Word of Mouth (X₂) on Purchase Decision (Y)

This study reveals that the variable Electronic Word of Mouth has a significant impact on the purchase decisions of Oriflame customers in Probolinggo. Based on the test results, the calculated t-value is 4.590 with a significance level of 0.000. Since the t-value (4.590) is greater than the t-table value (1.984) and the significance level is less than 0.05 ($0.000 < 0.05$), it is concluded that Electronic Word of Mouth has a strong and significant effect on purchase decisions. Thus, H₃ is accepted.

4. The Influence of Price (X₃) on Purchase Decision (Y)

The test results indicate that Price (X₃) has an effect on Purchase Decision (Y). The analysis shows that the t-value for the Price variable is 3.980, where t-value > t-table ($3.980 > 1.984$), and the significance value is $0.000 < 0.05$. Therefore, H₄ is accepted, meaning that Price has a significant influence on the purchase decisions of Oriflame customers in Probolinggo.

CONCLUSION

Based on the analysis and discussion of the study entitled “The Influence of Customer Relationship Management, Electronic Word of Mouth, and Price on Purchase Decision (A Study on Oriflame Consumers in Probolinggo),” the main findings are as follows:

1. Customer Relationship Management does not have a significant impact on Purchase Decision. This finding indicates that the Customer Relationship Management strategies implemented by Oriflame have not been effective in influencing the purchasing behavior of consumers in Probolinggo.
2. Electronic Word of Mouth has a strong and positive impact on consumers' purchase decisions. The higher the intensity of Electronic Word of Mouth received by customers, the greater their tendency to make a purchase. This finding confirms that online reviews and recommendations are important factors in shaping the purchasing decisions of Oriflame consumers in Probolinggo.
3. Price also has a strong and positive impact on the purchase decision. Oriflame customers in Probolinggo consider the balance between price and product quality before making a purchase. When the price is perceived as proportional to the value or benefits received, it increases the likelihood of making a purchase. These results show that proper pricing strategies can be a key factor in strengthening customers' purchasing decisions.
4. Simultaneously, Customer Relationship Management, Electronic Word of Mouth, and Price have a significant impact on Purchase Decision. These three variables contribute meaningfully to encouraging consumers to make purchasing decisions for Oriflame products in Probolinggo.

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