

Weaving Digital Relationships: A Social CRM Case Study of Local Beauty Brands

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ABSTRACT

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The Customer Relationship Management paradigm evolved from transaction-based to collaboration-oriented approach through Social CRM (SCRM) due to digital transformation. Descriptive qualitative research investigates the CRM approaches executed by BLP Beauty and MOP Beauty using digital ethnography and observational methods. The research extends its observation activities to digital platforms including social media platforms and e-commerce platforms and customer review platforms. The analysis proves BLP Beauty uses a standardized omnichannel strategy that adopts community engagement and performs hashtag-based social monitoring and collaborative customer engagement including two additional customer impact channels through Key Opinion Leaders (KOLs) and influencers. BLP Beauty operates with an open and extensive market segmentation whereas MOP Beauty adopts an elite branding strategy with premium positioning. CRM strategies work best when they match the brand image together with key traits of the customer base. The study establishes how vital it is to unite technology and community elements with emotional value creation for developing sustainable customer relations during the current digital era.

1. INTRODUCTION

In the current era of digitalized business, the dynamics of consumer behavior have transformed significantly. A company's strategic direction and reputation are no longer determined solely by internal actions, but also by interactions between consumers and feedback mechanisms that collectively influence the development of the organization and the formulation of the company's overall strategy [1]. The transformation in the business landscape requires organizations to improve their conventional approach to maintaining and developing customer relationships through personalized and flexible interactions. A system called Customer Relationship Management (CRM) is an essential tool that continues to evolve. CRM systems traditionally operate by gathering customer information for transaction-focused one-way communication, which prioritizes sales and service process automation [2]. In the pre-digital era, when businesses maintained limited customer interactions, the monologue role model proved efficient. Today's high connectivity and information transparency make this strategy less suitable for modern business situations. New technology in social media platforms along with the internet revolutionized traditional business-customer dialogue systems completely. Social media has progressed past being a promotional platform until it became the fundamental setting where customer relationship management activities now operate. Open collaborative discussions about customers began to form when SCRM integrated social media power with established CRM principles [3]. SCRM bases its operation on data analysis, yet it also assesses customer discussion and maintains their active involvement to define their brand encounter.

Moving from traditional Customer-Relationship-Management to Social-Customer-Relationship-Management requires more than technical modifications since it signifies an expansive paradigm change. The company-customer bond evolved away from being restricted to financial transactions alone and now includes social aspects and emotional bonds and sustainable practices. Primarily effective SCRM implementation leads to higher customer loyalty combined with stronger brand relationships which results in enhanced performance for the company [4]. Implementing SCRM creates three main obstacles which involve integration of technology systems and following modifications to organizational cultures and handling intricate customer data. The transformation grants insight into how responsive innovation emerges through technology while the company gains capability to identify customer values and preferences which drive innovation. Research [5] The way a company perceives shared value with consumers shapes the successful digital innovations that companies develop. The acceptability and positive impact on long-term relationships become greater when businesses merge their operations with their customers' social and emotional preferences. The approach gains significant importance in Social CRM (SCRM) interactions because it emphasizes developing shared meaning between customers and brands beyond transaction effectiveness. Modern customers both purchase products and show their

identities and values to the world by selecting particular brands as their consumer choices. The knowledge of shared values serves as fundamental knowledge for building CRM approaches that focus on participant interaction and customer experiences.

However, existing research on Social CRM still focuses predominantly on global brands or industries such as hospitality, banking, and telecommunications. Studies on local beauty brands in emerging markets, particularly Indonesia, remain limited despite the rapid growth of the beauty industry and its high reliance on digital communities and influencer culture. There is also a lack of empirical insights on how local brands integrate operational, analytical, and collaborative CRM functions within social media ecosystems. Therefore, this research is needed to fill the gap by providing a contextual analysis of Social CRM strategies implemented by two Indonesian beauty brands with contrasting brand identities BLP Beauty and MOP Beauty. CRM implementation stands as an essential necessity for beauty companies because they place significant weight on both physical customer interactions and online presence. The research analyzes the CRM approaches of local beauty brands BLP Beauty and MOP Beauty through a descriptive qualitative method. Digital observations of online brand activities coupled with CRM theories obtained from scientific literature enable this research to investigate both companies' CRM implementations and their connection to societal customer-driven CRM strategies.

2. LITERATURE REVIEW

Organizations utilize Customer Relationship Management (CRM) as their essential strategic method to handle customer contacts for boosting satisfaction and loyalty alongside achieving enduring business success. Traditional CRM systems dedicated their efforts to executing transactional functions that involved data compilation alongside customer segmentation and marketing and sales or service automation through central databases [6]. Traditional CRM faced developing restrictions when digital platforms and social media adoption rates climbed which initiated the development of Social CRM (SCRM) as a customer-oriented interactive solution. SCRM adopts a complete change from CRM's company-exclusive focus which now prioritizes two-directional customer-business dialogues and shared communication dynamics. Social CRM functions as a business approach with technological support that seeks to develop beneficial connections between customers and organizations in open and active online environments. Customers use Instagram Twitter TikTok and online forums as essential environments for social interaction and feedback collection while achieving service recovery results and community development. Social interactions on platforms present valuable customer insights which enhance trust levels and retention rates through appropriate management practices. This dynamic aligns with the findings [7], who emphasized that modern CRM strategies must go beyond automation and segmentation to include active listening, real-time responsiveness, and emotional connection with consumers.

A key development within the SCRM framework is the implementation of social listening and social engagement practices. Social listening involves systematically monitoring and analyzing digital conversations—both direct mentions and broader discussions—for strategic insights. It includes sentiment analysis, keyword tracking, and trend detection across various platforms [8]. The goal is not only to track brand mentions but to derive actionable insights that can drive product development, crisis response, and targeted communication strategies. On the other hand, social engagement refers to the company's active participation in digital dialogues—responding to comments, engaging with user-generated content, and maintaining a tone aligned with the brand's persona. As noted by [2], the integration of social listening and engagement practices fosters closed-loop communication, allowing insights gathered from customers to be translated into immediate and visible action. This loop strengthens customer trust and enhances brand reputation in highly competitive digital marketplaces. Furthermore, contemporary studies highlight the need for SCRM to be adaptable and personalized, especially in sectors such as the beauty industry, where customer identity, values, and digital expression play a central role. The competitive advantage lies in creating not just transactional value, but also relational and emotional value through community-centric campaigns, transparent feedback systems, and brand advocacy initiatives. In addition, CRM is also understood as a strategy that not only pursues the acquisition of new customers, but also retains existing customers through convenient relationships and high-quality service [9]. Satisfied customers tend to spread their experiences organically, so CRM can be a strategic channel to build loyalty through the power of positive word of mouth.

Furthermore, CRM systems provide a multitude of strategic benefits that go beyond mere data collection and automation. As highlighted by [10], CRM serves as a logical software-based approach to fostering long-term customer relationships, enabling companies to efficiently retrieve target customer data, interpret behavioral patterns more accurately, and ultimately enhance customer satisfaction through more personalized and responsive service delivery. This aligns with the broader objective of Social CRM, which emphasizes not only transactional efficiency but also emotional connectivity and proactive customer care in the digital landscape. In summary, the transformation from traditional CRM to Social CRM is not merely technological but strategic and cultural. For brands like BLP Beauty and MOP Beauty, which thrive within youth-driven and digitally immersed markets, the ability to implement SCRM effectively becomes a critical differentiator. This literature underpins the relevance of the current study, which aims to explore how these brands operationalize CRM strategies in line with evolving customer expectations and platform affordances.

The study [11] shows that relationship benefits—particularly information and trust—significantly increase customer loyalty in the beauty industry. These findings are in line with the principles of Social CRM which emphasizes the importance of personal interaction and emotional value in building long-term relationships. Compared to this context, this study highlights how

the benefits of similar relationships emerge in the digital environment in local beauty brands such as BLP Beauty and MOP Beauty. A study on the study [12] confirms that technological developments are driving the shift from traditional CRM to e-CRM, which improves the ability of companies to understand customer needs and strengthen loyalty. These findings show that digital integration in CRM is becoming a strategic factor in modern business competition. This is in line with this study which assesses how local beauty brands adopt digital CRM elements through social media and e-commerce platforms.

Through implementing technologized data management systems CRM enables companies to enhance their social-based interactions with customers. Three core functions of CRM include operational, analytical and collaborative aspects. Operational CRM utilizes automated business procedures which specifically involve customer interactions between marketing and sales divisions and customer service departments. Operational CRM aims to create technological advancements which enhance communication efficiency and effectiveness between businesses and their customers by utilizing call center systems and sales automation alongside service management [3]. The implementation of operational CRM systems enables businesses to deliver swift accurate customized services to their customers.

At the same time Analytical CRM operates by collecting customer data from various touchpoints to store and analyze and process the information and create strategic insights for companies. Organizations that perform this analysis gain increased insight into how customers interact with their preferences while foreseeing upcoming customer demands according to Nguyen et al. (2021). Business decisions made through analytical data support enable companies to construct data-centric marketing strategies and targeted business decisions. Analytical CRM engages with customers through touchpoint data acquisition to establish storage mechanisms which allow organizations to create business intelligence strategies. The customer analysis performed by organizations produces enhanced understanding of customer preferences and forthcoming demands per Nguyen et al. (2021). A hands-on approach to analyze information enables businesses to develop both marketing strategies based on data and targeted business choices.

3. RESEARCH METHODS

This study adopts a descriptive qualitative approach with the objective of comparing the application of Customer Relationship Management (CRM) in two local beauty brands in Indonesia, BLP Beauty and MOP Beauty. The descriptive qualitative method is suitable for providing an accurate, factual, and systematic depiction of the phenomena being studied, without delving deeply into interpretation as seen in methodologies like phenomenology or grounded theory [13]. This approach is particularly appropriate for exploring phenomena that are under-researched or for describing real-world practices, such as in a comparative study of CRM strategies between brands. The observation was conducted over a period of three months, from January to March 2024. This study observed various public digital platforms, including Instagram, TikTok, Twitter, Shopee, Tokopedia, and official brand websites from both BLP Beauty and MOP Beauty. Digital ethnography was carried out by systematically recording posting frequency, customer interaction patterns, engagement metrics, sentiment from comments and reviews, and consistency of communication tone across platforms. All observations were documented using an observation log sheet to ensure reliability and traceability throughout the study.

The focus of this study is to analyze the social CRM strategies and practices of both brands using a classification model based on operational, analytical, and collaborative CRM functions. These functions serve as the foundation for examining how each brand integrates CRM into its business activities and how these approaches influence long-term customer relationships. Aspects such as responses & comments, engagement analysis, social listening, customer segmentation, user-generated content (UGC), customer community, and platform collaboration will be evaluated to understand the depth of CRM integration in each brand's practices. Data collection will be conducted through digital ethnography, involving observations of various public channels, such as the official websites, social media accounts, e-commerce platforms, and customer reviews across these digital touchpoints. The focus of the observations will be on how both brands build, manage, and respond to customer interactions, both directly (e.g., comment responses, direct messages) and indirectly (e.g., social campaigns, UGC, product education).

Furthermore, the study will employ a CRM theoretical framework constructed from a range of international and national scholarly sources. This framework will guide the analysis of CRM practices, specifically how they align with the operational, analytical, and collaborative dimensions of CRM and their impact on the brands' relationship with customers. Through this approach, the study aims to provide insights not only into the differences in digital communication strategies but also into each brand's readiness to implement Social CRM principles holistically.

4. DISCUSSION AND RESULT

To gain a deeper understanding of CRM practices in the digital context, this study adopts several key aspects observed in the analysis. Each aspect represents an essential element of social CRM strategy, particularly in the utilization of digital channels and social media. The provided descriptions aim to offer context regarding the role of each aspect in building effective relationships between brands and customers. These aspects will also be implemented in the analysis of two local Indonesian beauty brands, BLP

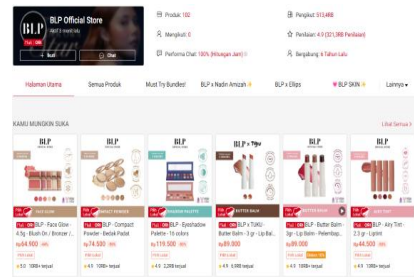
Beauty and MOP Beauty, to evaluate their SCRM approaches from operational, analytical, and collaborative perspectives. The following is a description of each aspect analyzed in the context of Social CRM, as follows:

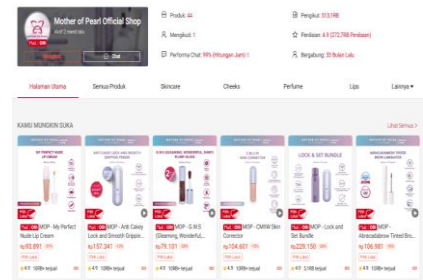
Table 1. Aspect Description

No	Aspects	Description
1	Responses & comments	Refers to the speed, quality, and consistency of the brand in responding to direct messages (DMs), public comments, and criticism from customers on digital channels [2]
2	Consistency of brand communication tone & visual	It is related to communication standards implemented on various channels. Uniform language styles and visual imagery that align with the brand identity help create a cohesive customer experience and increase trust [14]
4	Engagement analysis	Refers to the process of collecting and evaluating customer interaction data on brand digital content, such as the number of likes, comments, shares. This analysis helps companies understand the effectiveness of digital communications and adjust content strategies based on real-world customer behavior [15] [16]
5	Social listening	strategic components in SCRM to build and maintain relationships with customers through an in-depth understanding of online conversations on social media and other digital platforms [15]
6	Customer segmentation	The practice of dividing customers into groups based on specific characteristics such as demographics, shopping behavior, interests, or online engagement [17]
7	User-Generated Content (UGC)	It's content created by customers, such as reviews, testimonials, videos, or photos related to the brand and shared on social media [18]
8	Customer community	Groups of users who have an attachment to the brand and are active in joint activities, both online and offline [19]
9	Platform collaborative	A digital tool that allows interaction, information exchange, and collaboration between customers and brands, as well as between customers themselves [20]

Then this study maps various aspects of social media strategy into three main CRM functions, namely operational, analytical, and collaborative. The aspects of responses & comments and consistency of brand communication reflect operational functions, which focus on managing direct interactions with customers. Analytical functions are reflected through activities such as engagement analysis, social listening, and customer segmentation, which aim to process data for strategic decision making. Meanwhile, user-generated content (UGC), customer communities, and collaborative platforms are part of collaborative CRM, which strengthens engagement and shared value between companies and customers.

Table 2. CRM Function Analysis

Function	Aspects	Analysis		Information
		BLP	MOP	
Operational [21]	Responses & comments	<ul style="list-style-type: none"> 100% (Shopee) – Chat Responds Focus on solutions and assistance directly. Formal and professional language spoken. Directly offer Shopee live chat 	<ul style="list-style-type: none"> 99% (Shopee)- Chat Responds Its main focus is on empathy and requests for more information. The language used is informal and personal. Offer confirmation of issues via chat 	<p>BLP : Hello! Thank you for your review.Kamu bisa menghubungi kami melalui Live Chat Shopee agar bisa Minzie bantu untuk keluhannya ya. ^ We always try to deliver a great experience. Love, BLP Team</p> <p>MOP: Hi dear! Thank you for your rating. We are very sorry for the inconvenience, Babes. Did you encounter any problems with your order? We will confirm the problem via chat, Sis. Don't forget to stay healthy and happy, Babes! Thank you \$r/das</p>
	Consistency of brand communication tone & visual	The tone nuances are consistent on social media, e-commerce, and websites with warm and personal, minimalist visuals typical of BLP.	The tone nuances are consistent on social media, e-commerce, and websites with glamorous & professional characteristics, luxurious visuals with product highlights.	



MOP excels in engagement per content, especially on Instagram. BLP is stronger in audience reach and platform distribution, with advantages over TikTok followers, shares, and marketplace platforms.

BLP Beauty leverages community engagement and direct public conversations to understand customers. MOP Beauty emphasizes more observation of explicit feedback through reviews and validation from influencers.

BLP targets a broader market with a focus on practicality and trends of the younger generation, while MOP targets more specific market niches with an emphasis on quality and exceptional finishes.

Both brands actively utilize UGC which strengthens customer loyalty and forms a closer and relatable brand image. This approach reflects inclusive collaborative CRM practices.

BLP is formed through a value-based approach (empowerment, representation, everyday life), while the MOP community is mostly formed from influence and loyalty to public figures

Both brands adopt a broad collaborative platform strategy, both in terms of digital channels and in the form of creative collaboration.

Analytics
[22]

Engagement
analysis

- Followers: Shopee (513,4K), Instagram (359K), Tiktok (393K), Twitter (5,3K), Tokopedia (62,7K).
- Likes Tiktok: 1,9JT
- Rating Shopee: 4,9
- Instagram*: post (1-2 / hari), likes (37/post), comments (38/post), shares (55/post)
- Followers: Shopee (513,1K), Instagram (402K), Tiktok (152,7K), Twitter (6.1K), Tokopedia (7,9K).
- Likes Tiktok: 1,1JT
- Rating Shopee: 4,9
- Instagram*: (1-2/hari), likes (906/post), comments (42/post), shares (35/post).

Social listening

Monitor hashtags such as #BLPBeauty and #BLPFam, and mentions for insights into customer trends & preferences.

Tend to rely on feedback from customer reviews on social media, beauty influencers and Key Opinion Leaders (KOLs).

Customer
segmentation

Segmentation based on natural makeup needs (daily wear) & timeless

Premium segmentation, targeting makeup lovers with flawless & glam results.

Colaboratif
[6]

User-generated
content (UGC)

Often repost consumer content on social media, even that are not an endorsements.

Often repost consumer content on social media, even that are not endorsement.

Customer
community

Have an active community such as #BLPGirls & empowering campaigns.

In addition to having loyal consumers, customers are also some fans of the brand owner, namely Tasya Farasya (Beauty Influencer).

Platform
collaborative

Active on various social media such as Instagram, Twitter, and Tiktok and available in various E-Commerce such as Shopee, Tokopedia, and others. Involves product collaborations with other artists or brands.

Active on various social media such as Instagram, Twitter, and Tiktok and available in various E-Commerce such as Shopee, Tokopedia, and others. Taking advantage of the popularity of the brand owner, namely Tasya Farasya (Beauty Influencer).

*Calculated based on average of posts during March 2025

Operationally, both brands demonstrate high responsiveness capabilities in e-commerce channels, but their communicative approach reflects their respective brand identities [23]. BLP adopts a professional approach focused on providing solutions to improve customer service efficiency, in line with Customer Relationship Management (CRM) practices that emphasize process optimization and customer satisfaction [24]. Meanwhile, MOPs feature a more personal and empathetic communication pattern, reflecting a customer intimacy approach emphasizing emotional closeness and a deep understanding of customer needs to increase trust [25].

In an analytical context, the engagement aspect reflects two different strategies. BLP adopts a robust omnichannel approach, with an even distribution of customer interactions across multiple digital platforms (Instagram, TikTok, marketplace, and Twitter). This strategy fits into the multichannel approach of CRM [26], which emphasizes data integration and cross-channel interaction to create a consistent customer experience. An omnichannel strategy allows brands to deliver a consistent experience across customer touchpoints, which is proven to increase engagement and retention. Meanwhile, MOP looks more engaging on major platforms like Instagram with higher engagement rates (likes and comments) per content, albeit with smaller numbers of followers on some other channels. This reflects a focused engagement strategy, where brands choose the most effective platforms to deepen relationships with key communities. Social media metrics such as likes, views, and shares reflect the output of the activity, rather than the outcome that reflects the quality of the relationship with the customer [27]. Therefore, it is important for brands to not only pursue *virality* but also evaluate the long-term impact on customer relationships by using more meaningful, results-oriented metrics. On the other hand, in addition, CRM supports technology, such as the ERP/CRM system used behind the scenes. It is known that BLP Beauty uses an Odoo ERP system that allows for real-time integration of customer data, communication automation, and tracking of consumer preferences. However, the MOP Beauty does not disclose detailed information regarding the scope of its CRM implementation.

In social listening strategies, there are fundamental differences in approaches. BLP takes a community-based approach by actively monitoring hashtags such as #BLPBeauty and #BLPFam as well as user mention interactions, which serve as a means of feedback and exploration of customer insights. This approach reflects the practice of customer co-creation in social CRM, where customers contribute to the development of brand value and experience [2], where the customer is not only the recipient of information, but also part of the value creation process. On the other hand, MOP Beauty emphasizes an *external-driven* approach by relying on external feedback curated from customer reviews, influencers, and Key Opinion Leaders (KOLs). It demonstrates an externally driven listening approach, in which social validation is used as a benchmark of public preferences and expectations.

In terms of market segmentation, BLP Beauty is gearing its strategy at a wider and more inclusive audience, focusing on natural makeup styles for daily use. This strategy shows the implementation of needs-based segmentation [28] relevant to the mass market and the younger generation who want practicality. Instead, MOP is aimed at the premium segment, targeting consumers who prioritize glamorous and flawless looks. This approach shows value-based segmentation that focuses on quality, exclusivity, and an aspirational image built through association with the brand owner (Tasya Farasya) [29].

In the collaborative function, both actively utilize user-generated content (UGC), which in the context of social CRM plays an important role as part of the relational value creation mechanism [30]. BLP strengthens its position through community campaigns such as #BLPGirls that elevate the value of empowerment and representation, while MOP relies on product exclusivity and leverages the appeal of brand owners' public figures to increase community loyalty. Brand love and customer empowerment through social communities can strengthen engagement and encourage active participation, including in the form of UGC [31].

Overall, BLP Beauty relies on a wider and *more accessible* segmentation, suitable for daily use. MOP Beauty leads to the premium segment with a preference for flawless looks, building exclusivity and different positioning. BLP Beauty stands out in its omnichannel CRM strategy with community orientation and broader segmentation. This strategy demonstrates an adaptation to a modern CRM model that emphasizes the integration of channels, communities, and shared value. Meanwhile, MOP Beauty implements a selective engagement strategy with an approach based on external credibility and exclusive segmentation, which is relevant for positioning as a premium brand. These differences show that the CRM approach is not uniform, but highly contextual, depending on the brand goals, market identity, and relational dynamics that you want to build with the customer. This difference indicates that BLP likely generates broader but more complex multi-channel customer insights, while MOP derives high-depth insights from a highly engaged core audience, demonstrating two distinct analytical CRM orientations.

Taken together, the CRM practices of BLP Beauty and MOP Beauty reveal two structurally distinct relational architectures that extend beyond surface-level engagement differences and instead reflect deeper strategic, cultural, and system-level orientations. BLP Beauty's wider audience reach and omnichannel consistency indicate a CRM logic oriented toward integration, where customer interactions across social media, marketplaces, and community spaces converge into a cohesive relational ecosystem. Such a configuration enables the unification of service responsiveness, social feedback loops, and community participation into a scalable, multi-touchpoint experience. This approach naturally produces expansive customer insight pathways, as BLP collects diverse signals across platforms, sentiment contexts, and interaction types. Consequently, BLP's CRM system can be interpreted as one that prioritizes breadth of relational intelligence, allowing the brand to adapt its value propositions to mainstream preferences, emerging trends, and collective behavioral patterns of a broad consumer base. In contrast, MOP Beauty demonstrates an alternative CRM architecture anchored in depth, emotional resonance, and platform concentration. Rather than distributing resources across multiple channels, MOP consolidates relational intensity within a core platform, primarily Instagram

where trust, identity alignment, and aspirational value are amplified through the brand owner's influencer authority. This produces a CRM configuration in which fewer but richer data points generate deep, context-laden insights into customer sentiment and expectations. Such a depth-centric model aligns with value-based segmentation and premium positioning, as emotional closeness, influencer credibility, and exclusivity become primary mechanisms of relationship building. MOP's CRM logic therefore emphasizes qualitative richness over quantitative dispersion, creating a relational infrastructure where loyalty is reinforced through intimacy, admiration, and curated community narratives rather than cross-channel consistency.

Viewed through the lens of contemporary CRM system architecture, these findings reveal that digital-native beauty brands do not merely "use CRM", they construct CRM systems that mirror their identity strategies. BLP's system resembles an integrated relational network characterized by multi-channel orchestration, community co-creation, and distributed data flows. While, MOP's system resembles a depth-driven relational core built upon affective bonds, influencer signaling, and concentrated engagement. These orientations illustrate that CRM effectiveness in modern beauty markets is not solely determined by specific technologies or software tools, but by how brands strategically assemble operational processes, analytical capabilities, and collaborative mechanisms to produce a coherent customer relationship model. Ultimately, the contrasting CRM architectures of BLP and MOP demonstrate that CRM in the digital era is a strategic act of value construction. Where brands decide whether to scale relational breadth, intensify relational depth, or blend both according to their market identity, customer expectations, and long-term positioning goals.

5. CONCLUSION

This research reveals that BLP Beauty and MOP Beauty apply different CRM strategies but are equally relevant to their respective market positions and segmentation. BLP Beauty demonstrates a more systematic and integrated approach through omnichannel strategies and community-driven engagement. This strategy allows BLPs to build consistent relationships across multiple customer touch points, as well as actively utilize social data through social listening for strategy development. In contrast, MOP Beauty focuses on intense engagement on key platforms such as Instagram, leveraging the power of public figures and external credibility as the main drivers of brand trust and loyalty. This is in line with the selective engagement and value-based segmentation approach commonly used in premium brand positioning. Both brands also rely on User-Generated Content (UGC) as a collaborative mechanism to strengthen emotional relationships and customer trust. These approaches affirm that the implementation of modern CRM requires not only technological sophistication but also a deep understanding of the social and emotional value of customers. In the highly visual and identity-driven beauty industry, an effective CRM strategy is one that can construct multidimensional connections between the brand and its consumers.

Beyond the strategic differences, the findings also highlight two distinct CRM system orientations: BLP reflects an integration-oriented architecture that relies on cross-channel orchestration and scalable insight generation, while MOP represents a depth-centric architecture shaped by emotional resonance and influencer-driven relationship-building. This distinction underscores that CRM effectiveness in digital-native brands is shaped by how operational, analytical, and collaborative mechanisms are orchestrated, not merely by the presence of specific tools or platforms.

The results of this study provide valuable insights for digital marketing practitioners, particularly in the local beauty industry, regarding the importance of aligning CRM systems and strategies with audience characteristics and brand identity. For brands targeting broader markets, an omnichannel approach such as that adopted by BLP may increase interaction distribution and overall reach. Conversely, a focused engagement strategy like MOP may be more effective for premium brands seeking to build deeper emotional connections within a concentrated core audience. Practitioners are advised to integrate active social listening and UGC as core elements of their CRM strategy to create long-term relational value. While this study relies solely on publicly observable digital data and does not access internal CRM software infrastructures, it offers a nuanced understanding of how CRM system functions in real-world brand behavior.

LIMITATIONS & RECOMMENDATION

This research has several limitations that need to be considered. First, the data used is only sourced from public digital channels so it does not include internal company information, such as closed CRM strategies or confidential customer data. Second, the digital ethnography approach used is observational, so it has not explored the perspectives of internal brands and consumers directly through interviews or surveys. These limitations open up opportunities for deeper exploration through mixed methods approaches or longitudinal studies in the future. Follow-up research is recommended to integrate in-depth interviews with brand marketing teams or loyal consumers to better understand their motivations and perceptions of the CRM strategy being implemented. In addition, the use of sentiment analysis based on artificial intelligence can strengthen the results of the social listening approach. Cross-brand, cross-country, or gender-segment studies will also add richness of context and generalization of findings in this study.

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