

## Customer Relationship Management Strategies in Coffee Shops: A Literature-Based Analysis of Kopi Kenangan

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ABSTRACT

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*Customer Relationship Management, Customer Loyalty, Kopi Kenangan, Mobile Application*

The rapid growth of Indonesia's coffee shop industry has increased the importance of Customer Relationship Management (CRM) as a strategic approach to enhancing customer satisfaction and loyalty. This study examines CRM strategies in coffee shops through a literature-based analysis focused on Kopi Kenangan, a prominent Indonesian coffee chain that integrates physical store experience with digital customer engagement. Using a descriptive qualitative literature review, the study synthesizes scholarly articles, conference papers, and relevant secondary sources related to servicescape, service quality, mobile applications, loyalty programs, customer satisfaction, and customer loyalty. The analysis is organized into two main dimensions: in-store CRM and digital CRM. The findings indicate that in-store CRM, particularly through servicescape, frontline service, and customer-friendly facilities, is consistently associated with positive customer experience and satisfaction. Digital CRM, including mobile ordering, app usability, loyalty mechanisms, and promotional communication, appears to strengthen convenience, engagement, and repeat purchase intention. This study contributes by integrating these two CRM dimensions into a single analytical framework and applying it to the context of Kopi Kenangan. The paper argues that customer relationship development in contemporary coffee businesses is increasingly shaped by the alignment of offline and online customer touchpoints. However, because the study is based on secondary literature rather than direct field evidence, the conclusions should be understood as analytical interpretations that provide a conceptual basis for future empirical research.

## 1. INTRODUCTION

The coffee shop industry in Indonesia has expanded rapidly in recent years, driven by changing consumer lifestyles, urban coffee culture, and the growing demand for experiential consumption. In an increasingly competitive food and beverage market, coffee businesses are no longer required only to offer attractive products and competitive prices, but also to build sustainable relationships with customers. In this context, Customer Relationship Management (CRM) has become an important strategic approach because it enables firms to manage customer interactions, improve satisfaction, and encourage long-term loyalty [1], [2]. CRM is widely understood as a customer-oriented strategy that integrates service, communication, and customer value creation to strengthen the relationship between a company and its customers [1], [3]. In service-based businesses such as coffee shops, CRM is particularly relevant because customer loyalty is often influenced not only by product quality, but also by service encounters, store atmosphere, convenience, and emotional attachment to the brand. Prior studies show that customer satisfaction plays an important mediating role in shaping loyalty, especially when supported by a positive servicescape, strong brand image, and consistent service delivery [6]–[8]. Meanwhile, the development of digital technology has expanded the scope of CRM beyond face-to-face service interaction. In the coffee shop industry, mobile applications, digital loyalty programs, and app-based ordering systems have become increasingly important in supporting customer engagement. Through such technologies, companies can maintain communication with customers, collect behavioral data, deliver promotions, and create repeated interaction beyond the physical store visit [5], [9]. As a result, CRM in the coffee shop sector now operates through both offline and online channels in an increasingly integrated manner.

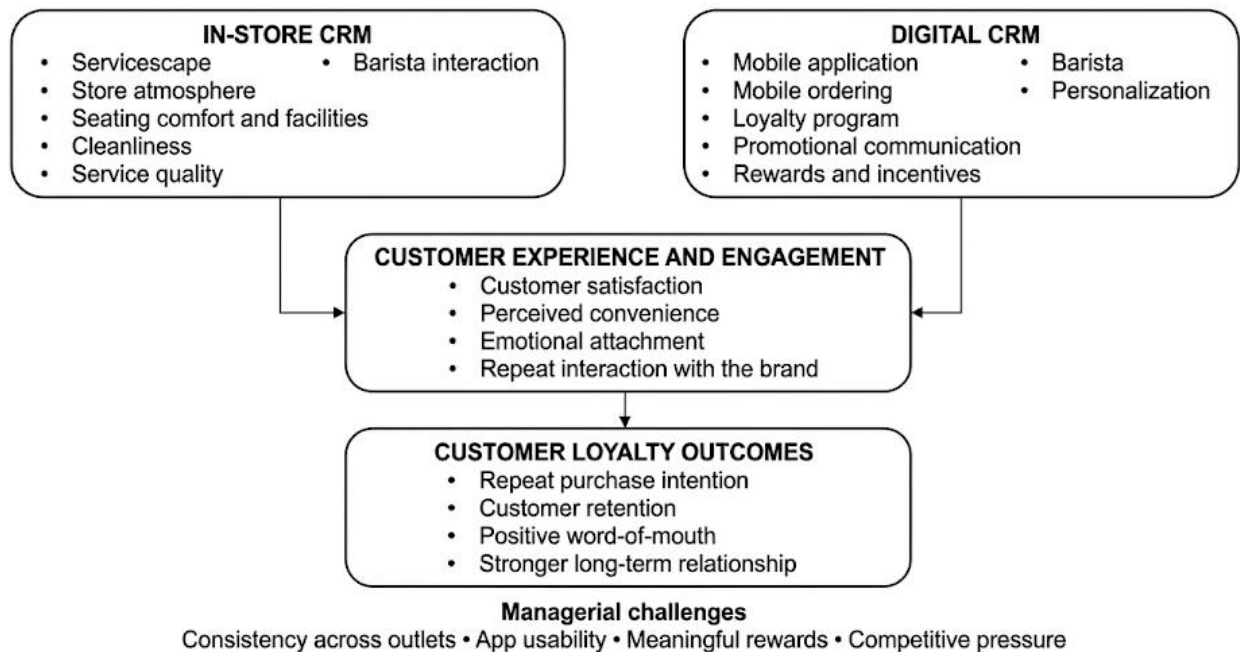
Kopi Kenangan is a relevant brand for examining this development because it represents a well-known coffee chain in Indonesia that combines physical retail presence with digital customer engagement. However, although previous studies have discussed customer loyalty, user experience, and service-related factors in coffee businesses, there remains limited synthesis that specifically connects in-store CRM practices and app-based CRM practices within one analytical discussion of a single coffee brand context [4], [5]. Based on this gap, the present study aims to analyze CRM strategies associated with Kopi Kenangan in two main dimensions: first, the in-store dimension, which includes store atmosphere, service quality, and customer experience; and second, the digital dimension, which includes mobile application features, loyalty programs, and app-based customer engagement. Rather

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than presenting direct field evidence, this study synthesizes relevant secondary literature to examine how these CRM dimensions may contribute to customer satisfaction and loyalty in the coffee shop industry.

Beyond summarizing previous studies, this paper contributes to the CRM literature in three specific ways. First, it provides an integrated analytical synthesis that connects in-store CRM and digital CRM within a single discussion of coffee shop customer relationship management. Second, it applies that integrated perspective to the case of Kopi Kenangan, a relevant Indonesian coffee chain with a strong offline–online business model, thereby offering a context-specific interpretation of how CRM mechanisms may operate in a contemporary coffee retail setting. Third, the paper develops a literature-based conceptual explanation of how servicescape, service interaction, mobile application features, and loyalty mechanisms may jointly influence customer satisfaction, repeat purchase intention, and customer loyalty. In this way, the study extends prior discussions that tend to examine these dimensions separately and provides a clearer conceptual basis for future empirical research.

### Conceptual Framework of Integrated CRM in Coffee Shops



**Figure 1.** Conceptual framework of integrated CRM in coffee shops

Figure 1 presents the conceptual framework of this study. It illustrates that CRM in the coffee shop context can be understood through two complementary dimensions, namely in-store CRM and digital CRM. These dimensions are expected to shape customer experience and engagement, which in turn may contribute to customer satisfaction, repeat purchase intention, and customer loyalty. In this study, the framework is used to guide the literature-based analysis of how offline and online CRM mechanisms may work together in relation to Kopi Kenangan.

## 2 LITERATURE REVIEW

### 2.1 Customer Relationship Management in Service Businesses

Customer Relationship Management (CRM) is widely understood as a strategic and customer-oriented approach used by firms to establish, maintain, and enhance long-term relationships with customers. In the contemporary business environment, CRM is not limited to customer database systems or communication technologies, but also includes how firms organize service, communication, personalization, and value creation around customer needs [1], [3]. Through effective CRM, organizations are able to gather, manage, and utilize customer information to improve satisfaction, strengthen trust, and increase the long-term value of customer relationships [1], [2]. In service-intensive industries, CRM has particular relevance because customer evaluation is often shaped by repeated interactions, service encounters, and overall experience rather than by product attributes alone. For this reason, CRM is commonly associated with customer retention, repeat purchase, and stronger relational outcomes. In a competitive environment, companies that are able to align service delivery with customer expectations are more likely to develop sustainable loyalty and competitive advantage [2]. Thus, CRM may be understood not merely as a tool, but as a strategic orientation that places the customer at the center of organizational activities.

### 2.2 Customer Satisfaction and Loyalty in Coffee Shop Context

Customer loyalty refers to a customer's commitment to continue purchasing from a brand over time despite competitive pressures and alternative offerings. In coffee shop businesses, loyalty is closely linked to customer satisfaction because repeat visits

are often influenced by a combination of product quality, emotional comfort, convenience, and positive past experiences. Prior studies indicate that customer satisfaction functions as an important mediating factor between service experience and loyalty outcomes [6], [8]. In practical terms, coffee shop loyalty is not shaped solely by the beverage itself. Consumers often evaluate the entire consumption experience, including service speed, friendliness, atmosphere, pricing suitability, and ease of access. As a result, loyalty in coffee shops tends to emerge from cumulative experiences that make customers feel comfortable and willing to return. This perspective is particularly important for contemporary coffee businesses that compete not only on menu offerings but also on experience design and relationship building.

### 2.3 Servicescape and In-Store CRM

Within the service marketing literature, the concept of servicescape highlights the importance of the physical and social environment in influencing customer perceptions and behavioral responses. In coffee shops, this includes store layout, seating comfort, lighting, cleanliness, atmosphere, and staff interaction [7]. The literature suggests that these factors shape how customers perceive service value and overall experience, which in turn influences satisfaction and intention to revisit [6], [7]. Empirical studies also show that store atmosphere and barista-related service quality contribute positively to customer satisfaction and loyalty. A comfortable atmosphere, appropriate facilities, and pleasant service encounters can encourage customers to stay longer, enjoy the experience more fully, and develop positive associations with the brand [6], [8]. In this sense, in-store CRM can be understood as the relational dimension of physical service delivery, where the company builds customer closeness through environment, interaction quality, and service consistency. For coffee businesses, this issue is especially important because coffee shops frequently function not only as transaction points but also as social and productive spaces. Many customers use coffee shops as places to meet, work, relax, or spend time outside the home and office. Therefore, the management of servicescape and frontline service becomes a central CRM mechanism through which businesses can create attachment and strengthen customer retention.

### 2.4 Digital CRM, Mobile Applications, and Loyalty Programs

The development of digital technology has expanded CRM beyond face-to-face service encounters. In recent years, mobile applications, digital loyalty systems, and app-based ordering services have become important tools for maintaining customer relationships in the food and beverage industry [5], [9]. Through mobile applications, companies can simplify ordering processes, provide promotional offers, record transaction history, and create more continuous engagement with customers outside the physical store visit [5], [10]. Digital loyalty programs play an important role in this transformation. Reward points, redeemable benefits, and app-based promotions are designed to encourage repeated transactions and make customers feel valued. In addition, digital CRM allows businesses to capture customer behavior data that can be used to support targeted communication and more personalized service [1], [5]. The literature also indicates that user experience in digital applications has implications for satisfaction and loyalty. Easy navigation, clear reward information, and functional ordering systems can strengthen the perceived usefulness of an application and encourage continued use [5].

### 2.5 Analytical Gap and Relevance to Kopi Kenangan

Previous studies have addressed CRM, customer satisfaction, servicescape, loyalty programs, and mobile application experience in various service settings, including coffee shops [4]–[8]. Some studies have also discussed customer loyalty and user experience specifically in relation to Kopi Kenangan [4], [5]. However, the existing literature still tends to examine these dimensions separately. Studies on servicescape often focus on physical experience, while studies on digital loyalty tend to emphasize application use, rewards, or user satisfaction. Accordingly, there remains a need for a more integrated analytical discussion that connects in-store CRM practices and digital CRM practices within the same coffee shop context. This study addresses that need by synthesizing literature on both dimensions in relation to Kopi Kenangan. Rather than claiming direct field evidence, the study aims to provide a literature-based understanding of how offline and online CRM mechanisms may work together in supporting customer satisfaction and loyalty in a modern coffee shop business. Beyond summarizing previous studies, this paper contributes to the CRM literature in three specific ways. First, it provides an integrated analytical synthesis that connects in-store CRM and digital CRM within a single discussion of coffee shop customer relationship management. Second, it applies that integrated perspective to the case of Kopi Kenangan, a relevant Indonesian coffee chain with a strong offline-online business model, thereby offering a context-specific interpretation of how CRM mechanisms may operate in a contemporary coffee retail setting. Third, the paper develops a literature-based conceptual explanation of how servicescape, service interaction, mobile application features, and loyalty mechanisms may jointly influence customer satisfaction, repeat purchase intention, and customer loyalty. In this way, the study extends prior discussions that tend to examine these dimensions separately and provides a clearer conceptual basis for future empirical research.

Table 1 synthesizes the main studies reviewed in this paper and shows their relevance to the present analysis. The table helps demonstrate that previous studies have discussed CRM, servicescape, customer satisfaction, loyalty, and digital engagement in related but often separate ways. By presenting the reviewed studies in a structured form, the table also reinforces the analytical gap identified in this study and clarifies how the present paper integrates those streams into a single discussion of coffee shop CRM.

**Table 1.** Synthesis of reviewed literature

Ref.	Main focus of study	Context / object	Key finding	Relevance to this paper
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[1]	CRM quality and customer satisfaction	General CRM / online customer reviews	CRM quality is associated with improved customer satisfaction	Supports the general theoretical basis of CRM
[4]	Brand trust, perceived quality, customer satisfaction, and brand loyalty	Kopi Kenangan consumers	Satisfaction mediates the relationship between brand-related factors and loyalty	Supports the Kopi Kenangan-specific discussion of loyalty
[5]	User experience, customer satisfaction, and loyalty in mobile app use	Kopi Kenangan mobile app	User experience and customer satisfaction positively relate to customer loyalty	Supports the digital CRM dimension
[6]	Servicescape, brand image, customer satisfaction, and loyalty	Coffee shop context	Servicescape and brand image influence loyalty through customer satisfaction	Supports the in-store CRM dimension
[7]	Servicescape and customer loyalty	Coffee shop context	Physical environment influences customer response and loyalty	Reinforces the role of atmosphere and environment
[8]	Barista quality, store atmosphere, satisfaction, and loyalty	Coffee shop context	Store atmosphere and barista-related factors increase satisfaction and loyalty	Strengthens the service interaction argument
[9]	CRM and customer satisfaction in digital food service	Food delivery / service context	CRM-supported digital service contributes to customer satisfaction and relationship quality	Supports the broader digital service perspective
[10]	CRM application and customer satisfaction in food service	Coffee roaster / restaurant context	CRM-enabled service can support satisfaction improvement	Bridges CRM theory with food-service practice
[2]	CRM and organizational performance	General CRM	CRM contributes to organizational performance and relational outcomes	Supports the broader CRM rationale

### 3 RESEARCH METHODS

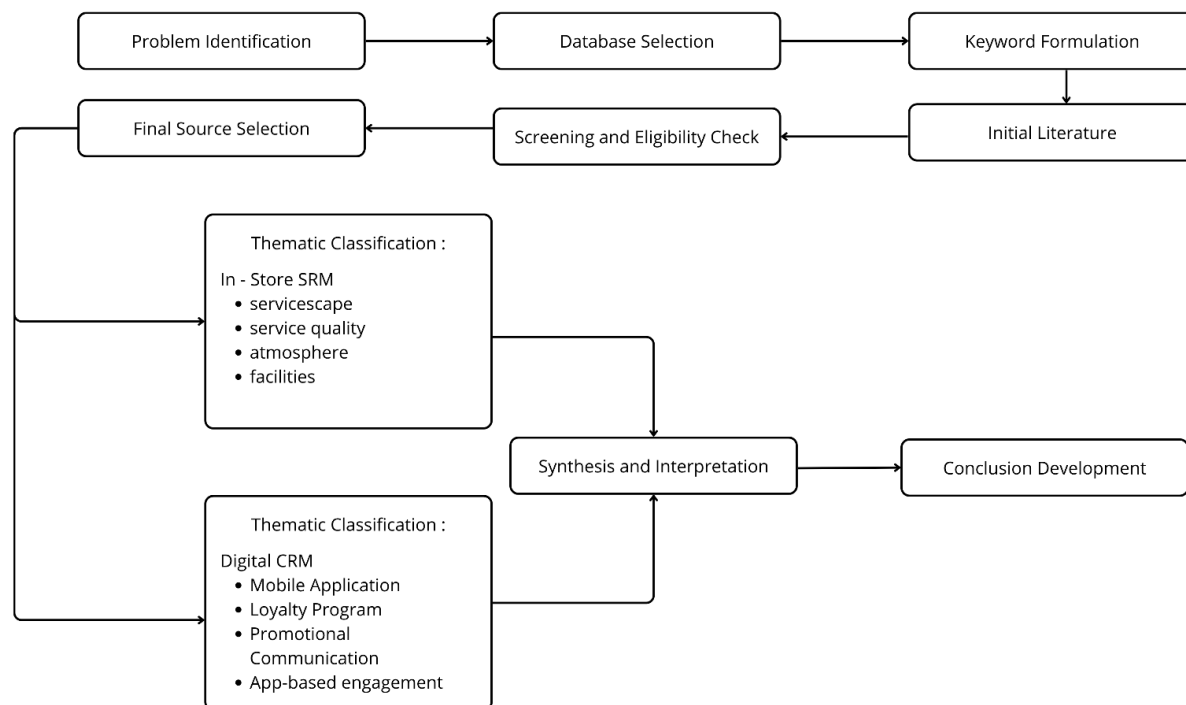
#### 3.1 Research Design

This study employed a descriptive qualitative literature review to analyze Customer Relationship Management (CRM) strategies in coffee shops, with a specific analytical focus on Kopi Kenangan. The literature review approach was chosen because the study aimed to synthesize and interpret findings from relevant scholarly sources rather than to collect primary data through surveys, interviews, or direct observation. Through this approach, the study examined how CRM practices are discussed in relation to customer satisfaction, customer engagement, repeat purchase intention, and customer loyalty in the coffee shop industry. The analytical focus of this study was organized into two major CRM dimensions. The first dimension was in-store CRM, which

included servicescape, atmosphere, facilities, frontline service, and customer experience within the physical store environment. The second dimension was digital CRM, which included mobile applications, digital ordering, loyalty programs, rewards, and app-based promotional communication. These two dimensions were used as the main categories for reviewing and synthesizing the selected literature.

### 3.2 Literature Review Workflow

To improve the transparency and methodological rigor of the review process, this study adopted a structured literature review workflow consisting of several sequential stages, namely problem identification, database selection, keyword formulation, initial literature search, screening and eligibility checking, final source selection, thematic classification, and synthesis. The process began with the identification of the research problem, specifically the need to understand how Customer Relationship Management (CRM) strategies in coffee shops can be interpreted through both physical and digital customer touchpoints, with a particular analytical focus on Kopi Kenangan. Based on this focus, relevant academic databases were selected and appropriate search keywords were formulated to capture studies related to CRM, customer satisfaction, customer loyalty, servicescape, digital engagement, mobile applications, and coffee shop contexts. The identified sources were then subjected to a staged review process. An initial literature search was first conducted to gather potentially relevant journal articles, conference papers, and research-based reports. These sources were subsequently screened using predefined inclusion and exclusion criteria in order to retain only those studies that were sufficiently relevant to the objectives of the research. After the final set of sources had been selected, the literature was classified into thematic categories, particularly in-store CRM and digital CRM, to facilitate a more focused analysis. The final stage involved synthesis, in which findings from the selected studies were compared, interpreted, and integrated to identify recurring patterns and conceptual relationships. Through this workflow, the review was conducted in a more systematic, transparent, and analytically grounded manner, thereby ensuring that the selected studies meaningfully supported the objectives and conclusions of the research.



**Figure 2.** Workflow of the Literature Review Process

Figure 2 illustrates the workflow of the literature review process employed in this study. The process began with problem identification, namely the need to analyze CRM strategies in coffee shops with a particular emphasis on Kopi Kenangan as a prominent coffee chain that combines physical store experience and digital customer engagement. The next step was database selection, in which the study identified academic and scholarly platforms considered relevant for the topic. After determining the sources of literature, the study proceeded to keyword formulation. The search process used combinations of keywords such as “CRM coffee shop,” “customer loyalty coffee shop,” “servicescape coffee shop,” “digital loyalty app,” “customer experience coffee shop,” and “Kopi Kenangan.” These keywords were selected to capture studies discussing both physical and digital dimensions of CRM in coffee shop and food service settings. The next stage was the initial literature search, which aimed to identify potentially relevant journal articles, conference papers, and research-based reports. The retrieved sources were then subjected to screening and eligibility checking using inclusion and exclusion criteria. Sources were retained when they discussed CRM, customer satisfaction, customer loyalty, servicescape, loyalty programs, or digital engagement in coffee shop or food and beverage contexts. Priority was given to studies that examined coffee shop settings, mobile application features, and empirical discussions related to Kopi Kenangan or comparable brands. Sources that were overly general, insufficiently relevant, duplicated, or not directly related to the analytical focus were excluded from the main discussion. After screening, the remaining sources entered the final source selection stage and

were subsequently organized through thematic classification. At this stage, the selected literature was grouped into two main analytical categories: in-store CRM and digital CRM. Finally, the selected studies were compared and interpreted through synthesis and interpretation, with the aim of identifying recurring patterns and explaining how integrated CRM practices may contribute to customer satisfaction and customer loyalty. The review process ended with conclusion development, in which the main insights from the literature were formulated into the overall analytical conclusions of the study.

### 3.3 Data Sources and Search Strategy

The data sources used in this study consisted of scholarly journal articles, conference proceedings, and relevant research-based reports. The review prioritized recent studies published between 2019 and 2024, while retaining a limited number of earlier foundational references when conceptually necessary. The literature search was conducted through several academic databases and scholarly search platforms, namely ScienceDirect, IEEE Xplore, SpringerLink, and Google Scholar. The search strategy was designed to identify studies related to CRM implementation in service businesses, particularly in coffee shop and food and beverage contexts. The search emphasized literature discussing customer loyalty, customer satisfaction, servicescape, digital engagement, mobile application use, and loyalty program mechanisms. Since the study focused analytically on Kopi Kenangan, the search also considered studies directly addressing the brand, as well as literature discussing comparable coffee shop contexts that could support broader interpretation.

### 3.4 Inclusion and Exclusion Criteria

The collected literature was screened based on several inclusion and exclusion criteria in order to maintain relevance and analytical consistency. First, sources were included when they discussed one or more of the following themes: Customer Relationship Management, customer satisfaction, customer loyalty, servicescape, loyalty programs, digital engagement, or customer experience in service, food and beverage, or coffee shop contexts. Second, priority was given to studies that specifically addressed coffee shops, mobile application-based customer engagement, or empirical findings related to Kopi Kenangan and comparable brands. On the other hand, sources were excluded when they were considered too general, did not contribute directly to the focus of CRM in coffee shops, lacked sufficient relevance to the analytical categories, or contained only limited conceptual value for the purposes of synthesis. This selection process was important to ensure that the review remained focused on the research objective and did not become overly broad.

### 3.5 Analytical Procedure

After the literature selection stage, the collected sources were reviewed and organized thematically. The analysis focused on two major dimensions: (1) in-store CRM, including atmosphere, facilities, service interaction, and physical customer experience; and (2) digital CRM, including mobile ordering, loyalty programs, promotional communication, and app-based customer engagement. Findings from different sources were then compared to identify recurring themes, conceptual relationships, and indications of how these dimensions may contribute to customer satisfaction and loyalty. Rather than measuring causal effects directly, the present study interpreted patterns reported across the literature and used them as the basis for analytical synthesis. This means that the study aimed to build a coherent understanding of integrated CRM practices in coffee shops by linking evidence from various related studies into a single conceptual discussion centered on Kopi Kenangan. In practical terms, the selected studies were reviewed through repeated reading and content comparison. Each article was examined to identify its main focus, research context, key findings, and relevance to one or both analytical categories used in this study. The review then compared how different studies discussed servicescape, frontline service, customer satisfaction, mobile application experience, loyalty programs, and digital engagement. Conclusions concerning Kopi Kenangan's CRM strategies were not derived from direct field observation, but from the synthesis of patterns found across studies specifically addressing Kopi Kenangan and across related studies on coffee shop CRM and digital customer relationship practices. Accordingly, the interpretation presented in this paper should be understood as a literature-based analytical inference rather than as direct empirical verification.

### 3.6 Trustworthiness and Limitation

To improve trustworthiness, this study used cross-referencing across multiple sources that discussed similar issues, such as CRM implementation, servicescape, customer satisfaction, digital engagement, and loyalty outcomes. This cross-source comparison was intended to reduce dependence on a single study and to strengthen the consistency of the analytical interpretation. Nevertheless, this study has important limitations. It did not involve direct surveys, interviews, or field observations at Kopi Kenangan. Therefore, the conclusions should be understood as the result of secondary-source interpretation rather than direct empirical verification. The paper does not claim causal proof of CRM effectiveness in Kopi Kenangan, but instead provides a literature-based analytical foundation for future empirical research.

## 4 RESULTS AND DISCUSSIONS

### 4.1 In-Store CRM Practices and Customer Experience

Based on the reviewed literature, in-store CRM in coffee shops is closely associated with customer experience management through the physical environment and frontline service interaction. Servicescape-related elements such as atmosphere, layout, seating comfort, cleanliness, and supporting facilities have been reported to influence customer satisfaction and revisit-related responses in coffee shop settings [6], [7]. In particular, Ginting et al. [6] show that servicescape contributes to loyalty through

customer satisfaction, while Shen and Bae [7] emphasize that the physical environment affects customer responses and loyalty formation. These findings indicate that in-store CRM is not limited to operational service delivery, but also includes how the store environment functions as a relational mechanism that shapes customer perceptions of value and comfort.

The literature also links frontline service quality to loyalty-related outcomes. Alfiansyah et al. [8] report that store atmosphere and barista-related factors positively contribute to customer satisfaction and customer loyalty, while Ginting et al. [6] similarly underline the role of service-related experience in shaping relational outcomes. Therefore, in-store CRM can be interpreted as a combination of environmental quality and interpersonal service quality, both of which help create positive emotional responses and strengthen customers' willingness to return. In relation to Kopi Kenangan, this literature-based interpretation suggests that consistent store atmosphere and service quality across outlets may be important for sustaining customer satisfaction and repeat visits. However, this conclusion remains analytical and inferential because the present study does not use direct observational or survey data from Kopi Kenangan outlets.

#### 4.2 Digital CRM Through Mobile Application and Loyalty Features

The reviewed literature indicates that digital CRM plays an important role in extending customer relationship management beyond physical store visits. In food and beverage settings, digital touchpoints such as mobile applications, app-based ordering, transaction history, promotional messaging, and loyalty features support convenience, engagement, and repeated interaction [5], [9], [10]. Lubis and Wardana [9] show that CRM-supported digital service contributes to customer satisfaction in digital food service, while Lubis et al. [10] demonstrate that CRM-enabled service applications may support satisfaction improvement in food-service contexts. These findings provide a broader basis for understanding the strategic importance of digital CRM in coffee-related businesses.

More specifically, the literature on Kopi Kenangan suggests that user experience in the mobile application is positively associated with customer satisfaction and customer loyalty [5]. This means that app usability, clarity of reward mechanisms, and the convenience of digital ordering are not merely technical features, but part of the relational experience offered by the brand. In this sense, digital CRM effectiveness may be understood through how well the application supports ease of use, perceived usefulness, and customer incentives to continue interacting with the brand. At the same time, the present study does not claim direct business-performance effects such as revenue growth or market share impact, because the reviewed literature mainly supports conclusions related to engagement, satisfaction, and loyalty-related behavioral intention rather than direct firm-level financial outcomes. Therefore, the business relevance discussed here should be interpreted within the scope of customer relationship outcomes supported by the cited literature.

#### 4.3 Integrated CRM and Indications of Customer Loyalty Outcomes

Table 2 summarizes the integrated CRM dimensions identified from the reviewed literature and their expected outcomes. It highlights that in-store CRM and digital CRM should not be treated as isolated mechanisms, but as complementary dimensions that jointly shape customer satisfaction, engagement, repeat interaction, and loyalty-related outcomes. The table therefore serves as a synthesis of the preceding discussion on in-store and digital CRM practices before the broader interpretation of integrated CRM is presented.

**Table 2.** Integrated CRM dimensions and expected outcomes

CRM dimension	Main elements	Intermediate effect	Expected loyalty-related outcome	Main supporting references
In-store CRM	Servicescape, store atmosphere, seating comfort, cleanliness, facilities	Positive customer experience	Higher customer satisfaction	[6], [7]
In-store CRM	Service quality, barista friendliness, responsiveness, interaction quality	Emotional attachment and perceived care	Greater revisit intention	[6], [8]
Digital CRM	Mobile ordering, app usability, functional interface	Perceived convenience	More frequent repeat interaction	[5], [9]
Digital CRM	Loyalty program, rewards, vouchers, promotional messaging	Engagement and incentive to return	Repeat purchase intention	[5]
Integrated CRM	Alignment between in-store and digital channels	Consistent customer journey	Stronger customer retention	[4]–[8]
Integrated CRM	Continuous communication and meaningful value delivery	Ongoing relationship quality	Long-term customer loyalty	[1], [2], [10]

A key finding from the reviewed literature is that CRM effectiveness in coffee shops should be understood as the interaction of physical and digital customer experiences rather than as a single-channel mechanism. Studies on servicescape and store interaction show that physical environment and service quality contribute to satisfaction and loyalty-related responses [6]-[8], while studies on digital CRM indicate that application experience, rewards, and CRM-supported digital service contribute to convenience, engagement, and continued customer interaction [5], [9], [10]. Taken together, these studies suggest that in-store CRM and digital CRM function as complementary mechanisms that may reinforce each other in shaping customer satisfaction and repeat purchase intention. In the specific case of Kopi Kenangan, the available literature supports the interpretation that customer relationship development is influenced by both store-based experience and application-based engagement [4], [5]. Sinta et al. [4] show that customer satisfaction mediates the relationship between brand-related factors and brand loyalty among Kopi Kenangan consumers, while Adawiyah et al. [5] indicate that user experience and customer satisfaction in the Kopi Kenangan mobile application are positively related to loyalty. Therefore, the present study contributes by connecting these strands of evidence into an integrated CRM interpretation, rather than discussing them as separate phenomena. Nevertheless, because this paper is based on literature synthesis rather than direct customer-level measurement, the integrated CRM relationship proposed here should be interpreted as a conceptually supported pattern rather than a tested causal model. This distinction is important in order to maintain consistency between the scope of the evidence and the claims made by the study.

## 5 CONCLUSION

This study examined CRM strategies in coffee shops through a literature-based analysis focused on Kopi Kenangan. Based on the reviewed sources, the findings suggest that CRM in the coffee shop industry is increasingly shaped by the integration of in-store experience and digital customer engagement. In-store elements such as servicescape, customer-friendly facilities, and service quality appear to play an important role in supporting satisfaction, while digital elements such as mobile ordering, loyalty mechanisms, and promotional communication may help strengthen engagement and repeat purchase intention. In the context of Kopi Kenangan, the available literature indicates that the combination of offline and online CRM practices is likely to contribute to customer relationship development and brand loyalty. However, these conclusions should be interpreted carefully because the present study is based on secondary data rather than direct field investigation. Therefore, the study does not claim causal proof, but instead offers an analytical synthesis of patterns reported in relevant literature.

The contribution of this study lies in its integrated literature-based explanation of CRM in coffee shops by connecting in-store CRM and digital CRM within a single analytical framework and applying that framework to the case of Kopi Kenangan. In doing so, the paper offers a more unified conceptual understanding of how physical service experience and digital customer engagement may jointly shape customer satisfaction and loyalty, thereby providing a clearer basis for future empirical studies. This study also highlights several practical implications. For coffee shop businesses, CRM should not be understood only as a technological system, but as an integrated strategy that combines service experience, convenience, customer communication, and loyalty-building mechanisms. Businesses that are able to align physical service quality with digital engagement are more likely to maintain stronger and more sustainable customer relationships. At the same time, this study has limitations. The analysis depends on the availability and quality of existing sources, and it does not include direct customer perspectives, observational data, or internal company evidence. Future research is therefore recommended to examine Kopi Kenangan or similar brands through empirical methods such as surveys, interviews, case studies, or longitudinal customer analysis. Such studies would be valuable for testing more directly how specific CRM practices influence customer satisfaction, retention, and long-term loyalty in the coffee shop sector.

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