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Exploring Customer Relationship Management to Enhance the Loyalty of Customers in Online Fashion Commerce

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ABSTRACT

The objective of the current study is to develop a conceptual framework that could explain the role of customer relationship management in enhancing the loyalty of customers to online fashion commerce platforms (websites or mobile apps). An explanatory research design was conducted to achieve the objective of the current research. A total of 235 samples from online fashion commerce in Indonesia participated via offline and online surveys. The collected data was analyzed using SEM-PLS. Three validation steps were utilized: outer model analysis, inner model analysis, and hypothesis testing. The results of the outer model analysis confirmed that all the items used to measure each of the variables in the model were a good fit. In addition, the results of the inner model analysis also validated the robustness of the proposed conceptual framework in explaining the relationships between the variables. The first key finding of the current research is that a seamless shopping experience does not directly influence the loyalty of online fashion commerce customers. However, interesting results were found regarding the role of customer trust and customer satisfaction in this relationship. These two variables fully mediated the influence of a seamless shopping experience on customer loyalty.

INTRODUCTION

In the contemporary marketing landscape, the evolution of strategies to capture new customers and enhance loyalty among existing ones is significantly influenced by various trends, including personalization, omnichannel marketing, influencer marketing, sustainability, and the integration of advanced technologies such as Artificial Intelligence (AI). Personalization has emerged as a critical factor in delivering superior shopping experiences, as customers increasingly seek tailored interactions that resonate with their individual preferences and needs. This shift is

particularly evident in the fashion industry, where companies leverage technologies like Augmented Reality (AR) and AI to create immersive shopping experiences that meet customer expectations (LI, 2023).

The omnichannel marketing approach complements personalization by ensuring that customers have a seamless experience across various platforms, whether online or offline. This strategy is essential in the era of the experience economy, where consumers prioritize the overall shopping experience over mere product acquisition. Research indicates that a positive shopping experience significantly influences customers' purchasing decisions and their likelihood to return to a platform (Febriarizka et al., 2023). Companies must identify the key factors that enhance the shopping experience, which can include website quality, ease of navigation, and the availability of diverse payment methods (Fong et al., 2023).

However, the integration of advanced technologies and personalized services raises concerns regarding data privacy and security. Customers are often hesitant to share personal information, fearing misuse or breaches of their data. Studies have shown that privacy concerns can negatively impact customer satisfaction and trust, which are critical components of customer loyalty (Alzaidi & Agag, 2022; Azmi et al., 2023; Tran, 2020). Therefore, companies must strike a balance between utilizing customer data to enhance personalization and ensuring robust data protection measures to alleviate consumer fears (Bailusy et al., 2022; Yuniar & Fibrianto, 2021)

The Customer Relationship Management (CRM) framework is instrumental in understanding the dynamics between shopping experiences, customer satisfaction, and loyalty. Trust and satisfaction are pivotal outcomes of effective marketing strategies, and they can be enhanced by fulfilling customer expectations and maintaining positive relationships (Hossain et al., 2022; Panwar, 2018). Recent studies highlight the mediating role of satisfaction and trust in the relationship between seamless shopping experiences and customer loyalty, suggesting that companies should focus on these elements to foster long-term customer relationships (Qalati et al., 2021).

LITERATURE REVIEW

Customer Relationship Management

Customer Relationship Management (CRM) is a strategic approach that focuses on managing a company's interactions with current and potential customers. It encompasses a wide range of practices, technologies, and strategies designed to analyze customer interactions and data throughout the customer lifecycle, with the goal of improving customer service relationships and assisting in customer retention and satisfaction. The primary objective of CRM is to enhance customer loyalty and

drive sales growth by fostering long-term relationships with customers (Hamida et al., 2022; Saputra, 2019).

The evolution of CRM has seen a transition from traditional methods to more sophisticated electronic customer relationship management (ECRM) systems, which leverage technology to manage customer data more effectively. ECRM systems enable businesses, particularly in sectors like banking, to categorize and manage customer data efficiently, thus enhancing service delivery and meeting customer expectations (Ahmed et al., 2015; Al-Dmour et al., 2019). The integration of technology in CRM processes allows organizations to collect, analyze, and utilize customer information to tailor their services and marketing strategies, ultimately leading to improved customer satisfaction and loyalty (Hardjono & San, 2017; Long et al., 2013).

A critical aspect of CRM is its focus on understanding customer needs and preferences. This understanding is achieved through various strategies that involve collecting customer feedback and analyzing behavioral data. Research indicates that effective CRM practices can significantly influence customer satisfaction, which in turn affects customer loyalty (Long et al., 2013; Saputra, 2019). For instance, companies that prioritize customer engagement and maintain consistent communication with their clients tend to build stronger relationships, leading to increased customer retention rates (Marques & Costa, 2019).

Moreover, the role of trust in CRM cannot be overstated. Trust is foundational to any successful customer relationship, as it fosters a sense of reliability and commitment between the business and its customers. Companies that demonstrate consistent and trustworthy behavior are more likely to cultivate loyal customer bases. This loyalty is often reflected in repeat business and positive word-of-mouth referrals, which are invaluable for sustaining competitive advantage in today's market (Hardjono & San, 2017).

The implementation of CRM systems also requires a strategic alignment with the overall business objectives. Organizations must ensure that their CRM strategies are integrated with their marketing and sales efforts to maximize effectiveness (Valos & Bednall, 2010). This alignment facilitates a holistic approach to customer management, allowing businesses to respond more effectively to market changes and customer demands. Furthermore, the successful implementation of CRM technologies is contingent upon a customer-centric organizational culture that prioritizes customer needs and values (Bahri-Ammari & Nusair, 2015; Chung et al., 2012).

In recent years, the rise of social media and digital communication has transformed CRM into what is now referred to as Social CRM. This new paradigm emphasizes the importance of engaging customers through social platforms, thereby creating more dynamic and interactive relationships (Marques & Costa, 2019; Orenga-

Roglá & Chalmeta, 2016). Social CRM not only enhances customer engagement but also provides businesses with valuable insights into customer sentiments and preferences, which can be leveraged to refine marketing strategies and improve service offerings.

Seamless Shopping Experience

The concept of a seamless shopping experience has gained prominence in the retail landscape, particularly with the rise of omnichannel retailing. This approach integrates various shopping channels—both online and offline—allowing customers to transition effortlessly between them. The goal is to create a unified and cohesive shopping journey that enhances customer satisfaction and loyalty (Piotrowicz & Cuthbertson, 2014; Viejo-Fernández, 2021; Yrjölä et al., 2018).

A seamless shopping experience is characterized by the ability of customers to engage with a brand across multiple touchpoints without encountering friction. This means that whether a customer is browsing a website, using a mobile app, or visiting a physical store, their experience should be consistent and interconnected. Research indicates that customers increasingly expect this level of integration, often referred to as "omni-shoppers," who utilize various channels during their shopping journey (Juaneda-Ayensa et al., 2016; Solem et al., 2023). The ability to switch between channels seamlessly not only meets customer expectations but also fosters a deeper connection with the brand (Gao & Huang, 2024).

To achieve a seamless shopping experience, retailers must focus on several key elements. First, they need to ensure that their technology infrastructure supports real-time data sharing across channels. This allows for personalized experiences based on customer preferences and behaviors, which can significantly enhance the shopping journey (Roychowdhury et al., 2021; Savastano et al., 2019). For instance, when a customer adds items to their online cart, they should be able to access that cart in-store or on a mobile device without losing any information. This level of integration requires sophisticated backend systems that can synchronize data across all platforms (Barbosa & Casais, 2022).

Moreover, the physical store environment plays a crucial role in creating a seamless experience. Retailers are increasingly adopting technologies such as augmented reality (AR) and virtual fitting rooms to bridge the gap between online and offline shopping (Rhee & Lee, 2021; Viejo-Fernández et al., 2019). These technologies allow customers to visualize products in a way that enhances their decision-making process, thereby reducing anxiety and increasing satisfaction (Marikyan et al., 2023). The integration of digital tools in physical stores can also provide customers with instant access to product information, reviews, and availability, further enriching their shopping experience (Grewal et al., 2020).

Another important aspect of seamless shopping is the customer service experience. Retailers must ensure that their staff is well-trained to assist customers regardless of the channel they choose to engage with. This includes understanding the customer journey and being able to provide support that is informed by the customer's previous interactions with the brand (Wu & Tang, 2022). For example, if a customer has previously inquired about a product online, store associates should have access to that information to provide tailored assistance when the customer visits the store.

Furthermore, the psychological aspect of shopping should not be overlooked. A seamless experience can significantly reduce shopping anxiety and enhance the perceived value of the shopping journey (Marikyan et al., 2023). When customers feel confident in their ability to navigate between channels without disruptions, they are more likely to engage in repeat purchases and develop brand loyalty (Roychowdhury et al., 2021; Yrjölä et al., 2018).

In conclusion, a seamless shopping experience is essential for modern retailers aiming to thrive in a competitive marketplace. By integrating technology, enhancing customer service, and creating engaging physical environments, retailers can meet the evolving expectations of consumers. As the retail landscape continues to evolve, the emphasis on providing a cohesive and frictionless shopping journey will remain a critical factor in driving customer satisfaction and loyalty. According to the explanation, the first and second hypothesis for the study is:

H1: Seamless Shopping Experience has a significant positive effect toward Customer Loyalty

H2: Seamless Shopping Experience has a significant positive effect toward Customer Satisfaction

Customer Trust

Customer trust is a fundamental component of consumer behavior, particularly in the context of online shopping. It refers to the belief that a business will act in the best interest of its customers, fulfilling its promises regarding product quality, service, and overall experience (Tejo, 2021). Trust is essential for fostering customer loyalty, as it influences customers' willingness to engage in repeat purchases and recommend the brand to others. In an increasingly digital marketplace, where consumers often have limited information about the sellers, establishing and maintaining trust becomes even more critical (Dananjoyo & Udin, 2023).

A seamless shopping experience significantly enhances customer trust by reducing friction and uncertainty during the purchasing process. When customers encounter a smooth, intuitive, and hassle-free shopping journey, their confidence in

the retailer's reliability increases (Cahaya et al., 2022). For instance, a well-designed website that facilitates easy navigation, quick load times, and straightforward checkout processes can lead to higher levels of trust among consumers (Alhalalmeh et al., 2022). Conversely, a complicated or frustrating shopping experience can erode trust, as customers may perceive the retailer as unprofessional or unreliable.

Moreover, the quality of service provided during the shopping experience plays a crucial role in shaping customer trust. Research indicates that high service quality, including prompt responses to inquiries and effective resolution of issues, fosters trust in the retailer (Pratminingsih et al., 2013). When customers feel valued and supported throughout their shopping journey, they are more likely to develop a trusting relationship with the brand (Rahmani et al., 2017). This is particularly important in online shopping, where customers cannot physically interact with products or sales staff, making their reliance on perceived service quality even more pronounced (Qian & Zou, 2021).

Additionally, the integration of omnichannel strategies can further enhance customer trust. A seamless transition between online and offline channels allows customers to engage with the brand in a consistent manner, reinforcing their trust in the retailer (Albarq, 2023). For example, if a customer can easily return an online purchase at a physical store, this convenience can enhance their overall trust in the brand, as it demonstrates a commitment to customer satisfaction and service quality (Chayomchai, 2021).

Trust is also influenced by the perceived value of products and services. When customers believe they are receiving good value for their money, their trust in the retailer increases (Mursid & Wu, 2021). Retailers that effectively communicate the benefits and quality of their offerings can strengthen customer trust, as consumers feel more confident in their purchasing decisions (Schirmer et al., 2018).

In conclusion, customer trust is a vital element in the retail landscape, particularly in online shopping. A seamless shopping experience, characterized by ease of use, high service quality, and effective omnichannel strategies, significantly influences customer trust. By prioritizing these aspects, retailers can foster a trusting relationship with their customers, ultimately leading to increased loyalty and repeat business. The interplay between trust and the shopping experience underscores the importance of creating a customer-centric approach in today's competitive marketplace. Thus, the third hypothesis for the study is:

H3: Seamless Shopping Experience has a significant positive effect toward Customer Trust

Customer Satisfaction

Customer satisfaction is a critical metric for businesses, particularly in the retail sector, as it directly influences customer loyalty and repurchase intentions. It is defined as the degree to which a customer's expectations of a product or service are met or exceeded (Yuningsih et al., 2020). The relationship between customer satisfaction and the shopping experience is particularly significant, as various factors contribute to how customers perceive their shopping journey. A seamless shopping experience, characterized by ease of navigation, efficient service, and consistent quality across channels, plays a pivotal role in enhancing customer satisfaction.

Research indicates that customer experience significantly impacts customer satisfaction, creating a sustainable competitive advantage for retailers (Pei et al., 2020). In the context of online shopping, elements such as website design, ease of use, product quality, and customer service are essential determinants of satisfaction. A seamless shopping experience facilitates a smooth transition between different shopping channels, which is increasingly important in today's omnichannel retail environment. Customers expect to engage with brands across various touchpoints—online and offline—without disruption (Li & Chang, 2023). This expectation underscores the necessity for retailers to adopt an integrated approach to customer experience management.

Moreover, convenience is a crucial factor influencing customer satisfaction in online shopping. Studies have shown that when customers find online shopping platforms easy to use and navigate, their overall satisfaction increases (Bailusy et al., 2022). The convenience of shopping from home, coupled with efficient delivery services, reduces the stress often associated with traditional shopping methods. This convenience not only enhances immediate satisfaction but also fosters long-term loyalty, as satisfied customers are more likely to return for future purchases (Perera & Sachitra, 2019).

The quality of service provided during the shopping experience also significantly affects customer satisfaction. High service quality, including prompt responses to inquiries and effective handling of complaints, has been linked to increased customer satisfaction levels (Risanty et al., 2021). In an online context, the ability to provide timely and reliable service is paramount, as customers may feel frustrated if their expectations are not met (Ghouri et al., 2021). Furthermore, the emotional value derived from a positive shopping experience can lead to stronger customer loyalty, as satisfied customers are more likely to share their experiences through word-of-mouth, further enhancing brand reputation (Deng et al., 2010).

In addition to service quality, the perceived value of products and services plays a vital role in customer satisfaction. Customers are more likely to feel satisfied when

they perceive that they are receiving good value for their money, which includes considerations of product quality and pricing (Othman et al., 2022). Retailers that effectively communicate the value of their offerings and ensure that customers feel they are making wise purchasing decisions can significantly enhance satisfaction levels.

In conclusion, a seamless shopping experience is integral to customer satisfaction in both online and offline retail environments. By focusing on factors such as ease of use, service quality, and perceived value, retailers can create a positive shopping experience that not only meets but exceeds customer expectations. This, in turn, fosters loyalty and encourages repeat business, ultimately contributing to the long-term success of the enterprise. Thus, our fourth hypothesis for the current study is:

H4: Customer Satisfaction has a significant positive effect toward Customer Loyalty

Customer Loyalty

Customer loyalty is a crucial aspect of business success, defined as a customer's commitment to repurchase or continue using a brand's products or services over time. This loyalty is often influenced by various factors, including customer satisfaction and customer trust. Understanding the interplay between these elements is essential for businesses aiming to cultivate a loyal customer base.

Customer satisfaction refers to the degree to which a product or service meets or exceeds customer expectations. It is a significant predictor of customer loyalty, as satisfied customers are more likely to return and make repeat purchases (Solimun & Fernandes, 2018). Research indicates that high levels of customer satisfaction lead to increased loyalty, as customers develop a positive attitude toward brands that consistently meet their needs (Deng et al., 2010). For instance, studies have shown that satisfied customers are more inclined to recommend a brand to others, further enhancing its reputation and customer base (Mafini & Dhurup, 2015).

Customer trust, on the other hand, is the belief that a brand will deliver on its promises and act in the best interest of its customers (Chayomchai, 2021). Trust is a critical component of customer loyalty, as it reduces perceived risk in purchasing decisions. When customers trust a brand, they are more likely to remain loyal, even in the face of competitive offerings (Donny et al., 2018). Trust can be built through consistent quality, transparency in communication, and effective customer service, which all contribute to a positive customer experience (Pratminingsih et al., 2013).

The relationship between customer satisfaction, trust, and loyalty is often described as a chain reaction. High customer satisfaction fosters trust, which in turn enhances loyalty. For example, when customers experience high-quality service and

product satisfaction, they are more likely to trust the brand, believing it will continue to meet their expectations in the future (Fahima et al., 2023). This trust encourages them to remain loyal, as they feel confident in their purchasing decisions.

Moreover, the influence of customer satisfaction and trust on loyalty can be observed across various industries. In the hospitality sector, for instance, research has shown that customer satisfaction significantly impacts loyalty, with trust acting as a mediating factor. Similarly, in the retail banking sector, studies indicate that service quality and customer satisfaction directly influence customer loyalty, with trust serving as a crucial intermediary (Siddiqi, 2011).

Additionally, the role of customer satisfaction and trust in fostering loyalty is particularly evident in the context of digital and online services. As consumers increasingly turn to online platforms for shopping, the importance of a seamless and trustworthy experience becomes paramount. Brands that prioritize customer satisfaction through user-friendly interfaces, prompt customer service, and transparent policies are more likely to cultivate trust and, consequently, loyalty among their customers (Ichsan et al., 2023).

In conclusion, customer loyalty is significantly influenced by both customer satisfaction and customer trust. Satisfied customers are more likely to develop trust in a brand, which in turn fosters loyalty. Businesses that focus on enhancing customer satisfaction through quality service and transparent practices can build trust, leading to a loyal customer base. This interconnected relationship underscores the importance of a holistic approach to customer experience management, where satisfaction and trust are prioritized to drive long-term loyalty. Thus, our fifth hypothesis for the proposed study is:

H5: Customer Trust has a significant positive effect toward Customer Loyalty

In addition to direct effect, the literature review also suggested there is a mediation role from customer satisfaction and customer trust in the relationship between seamless shopping experience and customer loyalty. Thus, our two final hypotheses for this research are:

H6: Customer Satisfaction has a mediation effect on the relationship between Seamless Shopping Experience and Customer Loyalty

H7: Customer Trust has a mediation effect on the relationship between Seamless Shopping Experience and Customer Loyalty
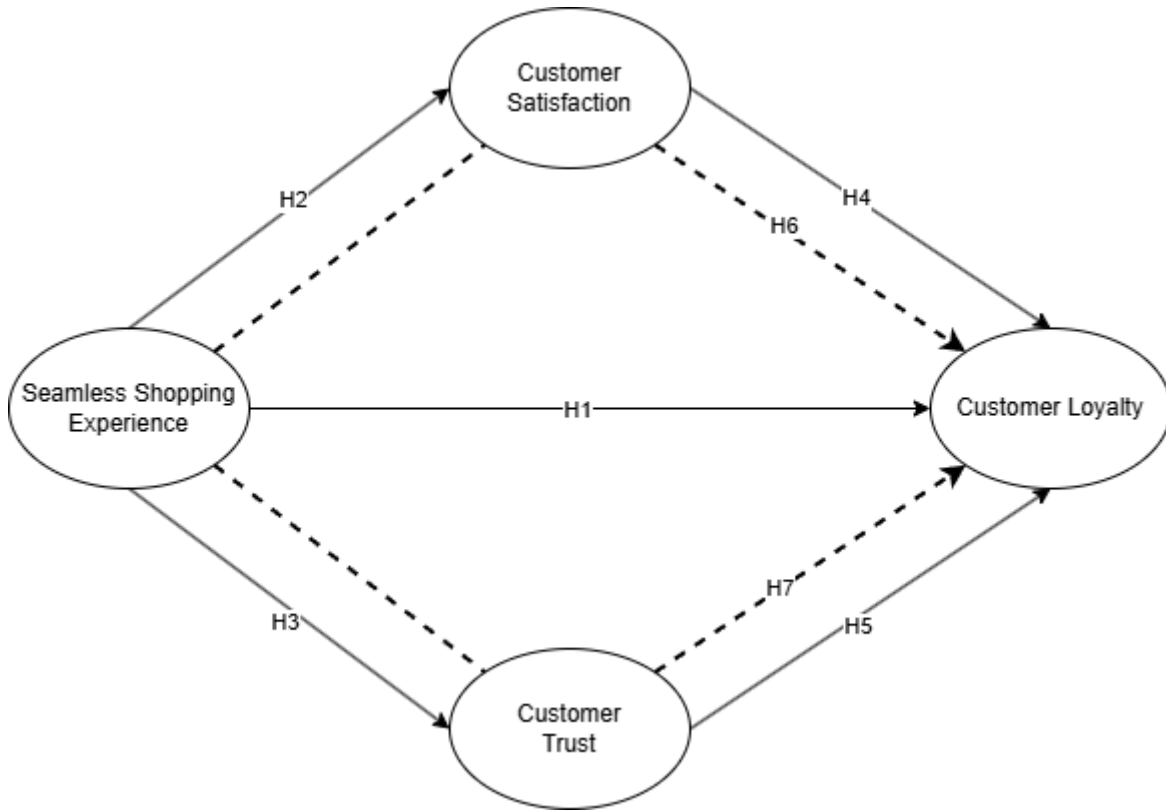
Figure 1. Proposed Conceptual Framework

METHODS

This research was designed as explanatory research, aiming to explain the relationships between variables within our proposed conceptual framework. To achieve the first objective of the study, we examine the suitability of the proposed conceptual framework by utilizing outer and inner model examinations using Structural Equation Modelling Partial Least Squares (SEM-PLS) analysis. After confirming the suitability of the proposed conceptual framework, we conduct hypothesis testing to achieve the second objective of the research, which is to explain the dynamics of the relationships between variables. Non-probability sampling methods were used in this research since the total population of our respondents (online fashion commerce shoppers) is unknown or infinite. The purposive sampling technique was used to identify respondents who best suit our research objectives. We decided that respondents should have shopped on an online fashion commerce platform at least twice in the last three months (May – July 2024) and be above 17 years old. A minimum of 200 respondents is needed to conduct a robust SEM-PLS analysis.

RESULTS

A total of 235 respondents participates during our survey, which exceeding the required data for SEM-PLS analysis. According to the demographic information that

is collected, women utilizing the online fashion commerce platforms as method to purchase clothes more frequently compared to men. This confirms the current trend of fast fashion, in which encourage more women to purchase clothes to keep stylish and up to date appearance. Both group age and occupation show that online fashion commerce are commonly utilize by young group age (18 to 37) with occupation either college students or working a full-time job. Finally, most of our respondents have income around Rp 1.500.000,- to Rp 3.000.000,-. Full demographic information that is collected for this study is shown in Table 1.

Table 1. Respondents Demographic Information

Information	Category	Number
Gender	Male	87
	Female	148
Age	18 – 27 y.o	186
	28 – 37 y.o	49
Occupation	College	213
	Working	22
Income	Rp 1.500.000,- to Rp 3.000.000,-	213
	Rp 3.000.000,- to Rp 4.500.000,-	12
	Rp 4.500.000,- to Rp 6.000.000,-	8
	More than Rp. 6.000.000,-	2

Source: Survey Results, 2024

The first analysis for the current study is the outer model analysis, which confirms the validity and reliability of the measurement items and variables within our proposed framework. There are four variables within our proposed framework: Seamless Shopping Experience (SSE), Customer Satisfaction (CS), Customer Trust (CT), and Customer Loyalty (CL). The results of the convergent validity analysis confirm that all the measurement items for each of these variables are valid, with outer loading scores greater than 0.7. This confirms that each measurement item is well-suited to explain the corresponding variables. We utilized the Fornell-Larcker Criterion to assess whether there were any discriminant validity issues with our measurement items. The assessment indicates that there are no discriminant validity issues, validating that each measurement item is suitable only for the variables matched within our conceptual framework. Finally, the Average Variance Extracted (AVE) score for each variable is considered reliable (greater than 0.6), validating that each of the measurement items can reliably be used to observe the variables within our framework.

Table 2. Fornell-Larcker Criterion

	CL	CS	CT	SSE
CL	0.864			
CS	0.730	0.925		
CT	0.765	0.773	0.877	
SSE	0.633	0.672	0.680	0.777

Source: Survey Data Analyzed, 2024

Table 3. Outer Loading and AVE Score

	SSE	CS	CT	CL	AVE
SSE1	0.780				
SSE2	0.885				
SSE3	0.740				
SSE4	0.778				
SSE5	0.859				0.604
SSE6	0.729				
SSE7	0.767				
SSE8	0.745				
SSE9	0.791				
SSE10	0.712				
CS1		0.860			
CS2		0.961			0.856
CS3		0.952			
CT1			0.840		
CT2			0.912		0.769
CT3			0.898		
CT4			0.855		
CL1				0.862	
CL2				0.852	
CL3				0.903	0.747
CL4				0.819	
CL5				0.883	

Source: Survey Data Analyzed, 2024

The second part of SEM-PLS analysis is the inner model analysis, which aims to check the robustness of the proposed conceptual framework in explaining the relationships between variables. There are two main indicators for this analysis: the coefficient of determination (R^2) and the model fit, which can be indicated by the Standardized Root Mean Square Residual (SRMR) score. R^2 indicates the extent to which the independent variables within the construct determine the dependent variable. The rule of thumb is that a higher number indicates better determination power. According to the R^2 results, we can conclude that the model has good determination power, as the independent variables have high R^2 scores for their dependent variables. In addition, the SRMR score for our proposed conceptual framework is 0.066, which is below 0.08 and therefore can be considered a good fit (Hu & Bentler, 1999). All of the inner model assessments conclude that our proposed conceptual framework is a good fit for explaining the relationships between the variables within it.

Table 4. Inner Model Assessment

Dependent Variables	R^2	R^2 Adjusted	SRMR
Customer Trust	0.644	0.641	
Customer Satisfaction	0.452	0.450	0.066
Customer Loyalty	0.644	0.641	

Source: Survey Data Analyzed, 2024

The final assessment for the current study is the hypothesis test. Six out of seven proposed hypotheses were accepted according to the statistical calculation results (t-statistics > 1.97). Our first hypothesis was rejected, leading us to conclude that a seamless shopping experience does not have a direct and significant effect on customer

loyalty. This result is surprising, as recent research has found a positive and significant effect of experience on loyalty (Marikyan et al., 2023; Roychowdhury et al., 2021; Yrjölä et al., 2018). However, the rest of the hypotheses were accepted. An interesting finding is the role of customer satisfaction and customer trust as mediators between seamless shopping experience and customer loyalty. Both variables have a significant impact as full mediators in this relationship. This finding underscores the importance of customer relationship management in improving customer loyalty.

Table 5. Hypotheses Test Results

Hypotheses	Path	t-statistics	Decisions
H1	SSE -> CL	1.884	Rejected
H2	SSE -> CS	14.033	Accepted
H3	SSE -> CT	15.337	Accepted
H4	CS -> CL	3.261	Accepted
H5	CT -> CL	5.010	Accepted
H6	SSE -> CS -> CL	3.259	Accepted
H7	SSE -> CT -> CL	3.978	Accepted

Source: Survey Data Analyzed, 2024

CONCLUSIONS AND SUGGESTIONS

Conclusion

Following the results of the study, we can highlight two major findings. First, the adoption of the Customer Relationship Management (CRM) concept to examine the relationship between Seamless Shopping Experience (SSE) and Customer Loyalty (CL) is appropriate. The proposed conceptual framework, developed by integrating two variables derived from CRM—Customer Satisfaction (CS) and Customer Loyalty (CL)—is proven to be a good model. Therefore, this model can be used to explain the process of building positive behavior among customers, particularly those of online fashion commerce.

An interesting finding from the current study comes from the hypothesis test, which could not prove that SSE has a significant direct effect on CL. Despite being considered an important determinant of loyalty (Marikyan et al., 2023; Roychowdhury et al., 2021; Yrjölä et al., 2018), in the context of online fashion commerce, experience alone does not directly contribute to customer loyalty. Recent concerns about the collection and use of personal data by online fashion commerce platforms could be one reason for this behavior. Customers may worry about the safety of their data, making them hesitant to continue using the platforms or recommend them to family and friends. This is where customer relationship management can have a significant

impact on improving the relationship between experience and loyalty. By ensuring that the experience generated from shopping on online fashion commerce platforms satisfies customers, companies can also enhance customer trust in their platforms. This strategy can help build customer loyalty toward the platforms.

Suggestion

We can suggest several recommendations from both academic and practical perspectives. From an academic perspective, we believe our findings should encourage future research to explore recent marketing concepts that explain the process of generating positive customer behavior, especially in different settings and industries. As our findings highlight, an excellent experience does not always directly contribute to building customer loyalty. Further examination is needed to identify key determinants that might help foster positive behavior among customers.

From a practical perspective, our findings emphasize the importance of customer relationship management, particularly in the experience economy era. It doesn't matter if a company can generate a better experience than its competitors if it cannot satisfy or build trust among its customers. Therefore, addressing any recent issues that might affect customer behavior can help managers determine the best strategic decisions to improve their marketing performance.

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