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**The Effect of Digital Marketing Strategies on Repurchase Intention Mediated by CRM (Shopee Case Study)**

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**Abstract**

Using Shopee as a case study, this research seeks to understand the mediating function of customer relationship management in the e-commerce context of digital marketing's effect on repurchase intention. An innovative feature of this study is its integrative methodology, which merges two crucial areas of digital marketing: the efficacy of digital marketing tactics and the mediating role of customer relationship management. This research conducted with quantitative methods using Structural Equation Modelling with Smart PLS. The results demonstrate that digital marketing significantly influences repurchase intention and customer relationship management (CRM) with path coefficient scores of 5,549 and 6,657, respectively. Other results show that CRM positively affects repurchase intention (path coefficient score: 7,311). Lastly, there is a favorable relationship between digital marketing and repurchase intention as measured by the path coefficient score of 4,940 in CRM. The findings are shown that digital marketing effectively integrated with CRM can increase consumer repurchase intentions.

**Keywords:** Digital Marketing, Repurchase Intention, Customer Relationship Management

**1. Introduction**

Consumers' purchasing habits have changed drastically due to the rise of digital technologies, especially with the increasing popularity of e-commerce in society (Viona et al., 2021). Shopee, being a prominent e-commerce site in Southeast Asia, encompasses Indonesia, has successfully attracted the attention of millions of users through innovative digital marketing strategies and the implementation of effective customer relationship management (CRM) (Gunawan, 2022). Digital advertising, social media promotion, influencer campaigns, search engine optimization (SEO), and paid search all contribute to digital marketing's ability to raise product and brand recognition as well as to enhance the likelihood that consumers will make a purchase (Sari et al., 2023; Erwin et al., 2023).

In an effort to increase customer engagement, Shopee leverages consumer behavior data to run data-driven marketing campaigns such as content personalization and ad retargeting (Sutrisna et al., 2024). The implementation of CRM allows Shopee to effectively manage customer interactions, collect consumer preference data, and provide a more personalized shopping experience through email campaigns, loyalty programs, and exclusive offers. This approach boosts consumer engagement and loyalty to the platform, which in turn raises the likelihood that customers will make a repeat purchase (Pramiarsih, 2024).

Research results from IPSOS in the same year also strengthened Shopee's position as the most recommended e-commerce platform by consumers in Indonesia, with 62% of respondents choosing Shopee as the main platform for online shopping. This shows that Shopee's strategy in providing services, promos, and ease of transactions has succeeded in increasing customer satisfaction. However, despite Shopee's top recommendation, a survey from Populix in 2023 showed that Tokopedia users have a higher level of loyalty than Shopee and Lazada. This indicates that even though Shopee has a lot of users, the level of customer loyalty is not yet fully stable and still faces fierce competition with other platforms. determined that customer relationship management significantly affects customers' propensity to make a purchase, particularly when coupled with a positive brand image that strengthens their favorable impressions of the product. Shopee has succeeded in increasing the loyalty of most of its users through service innovations and excellent programs, but the challenge of maintaining customer loyalty amid fierce competition remains a major focus in future business development strategies. Research conducted by Azzam & Mangruwa (2023), Alaros et al. (2023), and Dastane (2020) provide comprehensive insights into the role of CRM in influencing consumer purchase intentions. Azzam & Mangruwa (2023) CRM was proven to have a considerable effect on purchase intentions, especially when paired with a strong brand image that repeats consumers' favorable opinions. Alaros et al. (2023) supported these findings by showing that machine learning techniques such as CNN and LSTM are able to accurately predict purchase intentions based on CRM data. However, Dastane (2020) found that CRM did not significantly mediate the relationship between digital marketing and online purchase intents, despite the fact that digital marketing positively affected consumers' propensity to buy. It appears that other elements, such the power of digital marketing or brand image, may impact the efficiency of CRM as a mediator, based on these differing findings.

This research aims to explore how digital marketing affects repurchase intention through the mediating role of CRM in an e-commerce context, with Shopee as a case study. This study's originality comes from the fact that it takes an integrative approach to digital marketing, bringing together two crucial components: the efficacy of digital marketing tactics and the mediating function of customer relationship management (CRM). CRM allows companies to analyze customer data, provide personalized shopping experiences, and build stronger customer loyalty. While many studies have discussed the direct influence of digital marketing on rerepurchase intention, few have highlighted how CRM can amplify that impact through a more positive customer experience.

## **2. Method**

### *2.1 Research Design*

This study follows the trend of other studies in the field by employing a quantitative methodology to examine the effect of digital marketing on CRM-based repurchase intention (Leavy, 2017). The quantitative approach allows researchers to test the relationship between variables, in this case between digital marketing, CRM, and repurchase intention, through numerical data analysis. Researchers are able to efficiently gauge customer attitudes and impressions on a big scale through the use of standardized questionnaires to gather data (Sekaran & Bougie, 2016). The impact of digital marketing on CRM-based repurchase intention is investigated using a descriptive methodology in this study.

### *2.2 Research Approach*

Data analysis methods include Structural Equation Modeling (SEM) mediation tests, regression analysis, and validity and reliability testing to ensure research instruments measure the variables of interest. Data that is utilized is quantitative data. The research hypothesis may be statistically tested with quantitative data, which is numerical data.

The quantitative data in this study was obtained through distributing questionnaires to Shopee users in Indonesia. This questionnaire was designed using a Likert scale, which allows respondents to provide an assessment of various statements related to their experience with Shopee's digital marketing and CRM strategies. If the findings are turned into numerical data using the Likert scale, which spans from 1 (strongly disagree) to 5 (strongly agree), then the data may be thoroughly examined. For example, some of the indicators measured in this study include how often consumers are exposed to Shopee's digital advertisements, how much influence digital promotions have on their decision to make repeat purchases, and how effective Shopee's CRM services are in increasing customer loyalty.

### *2.3 Population, Sample and Sampling Technique*

Every single Shopee user in Indonesia who has ever bought anything from the platform was considered part of the study's demographic. Shopee is one of the largest marketplaces in Indonesia which has millions of active users every day, so the population targeted by this study is very broad and includes various demographic backgrounds, such as age, gender, education level, occupation, and online shopping habits. With this large population coverage, this research can illustrate how the digital marketing strategy implemented by Shopee affects consumer repurchase intention and how CRM plays a role in mediating the relationship. The selection of this population is also based on the consideration that Shopee as an e-commerce has various aggressive digital marketing strategies, ranging from the use of social media ads, algorithm-based promotions, email marketing, to the utilization of influencers in attracting the attention of potential buyers. Therefore, to understand the effectiveness of digital marketing implemented by Shopee as well as how CRM contributes to increasing customer repurchase intentions, the research population is focused on users who have had transaction experience on this platform.

This is important so that the respondents can provide relevant assessments of the factors being researched.

Given the very large number of Shopee users throughout Indonesia, it is not possible for this study to reach the entire population. Consequently, in order to achieve its aims, this study employs a sampling strategy to collect data from a representative sample of people. Participants in this study were recruited from among all Indonesian Shopee customers who had made a purchase during the past six months. With a 5% margin of error, a minimum sample size of 400 respondents is required if the total number of active Shopee customers in Indonesia is expected to reach 100 million. But here in the research, a larger number of respondents is preferred to increase the validity of the research results and ensure better representation of the Shopee user population in various regions in Indonesia. So, to acquire stronger and more generalizable results, the study's target number of respondents was established at 1000 persons.

A non-probability sampling strategy based on a purposive sample approach was employed in this investigation. This study's respondents, who are all Shopee customers who have made a purchase in the past six months, were selected using a purposeful sampling technique. Researchers can get samples that are more pertinent to their goals using this strategy, as opposed to randomly selecting people who might not have shopped at Shopee before. Digital questionnaires were sent online utilizing Google Forms or other survey platforms as the data gathering strategy. Instagram, Facebook, and Twitter were among the many social media platforms used to disseminate the survey, along with online shopping communities and the Shopee user base in Indonesia.

#### *2.4 Data Analysis Method*

For the purpose of measuring and testing the postulated variable hypothesis connection, one approach that may be used is Structural Equation Modeling (SEM) (Malhotra & Dash, 2016, 705). SEM is the most frequently used technique in research (Henseler et al., 2016). SEM is used when testing independent and dependent separately (Malhotra & Dash, 2016, 704). Furthermore, the primary data for most uses of SEM is covariance, which explains why SEM is also referred to as covariance structure modeling (Hoyle, 2012).

The structural model for this investigation is SEM which will be calculated using the Smart PLS program. This is applied to the type of SEM through Smart PLS which can be used when taking measurements in small samples, can be used in complex models, and can be used as a linkage assumption in a model. In addition, SEM is used to be able to determine the condition of non-normal data distribution, so SEM is considered to be more flexible (Hair et al., 2017). The empirical results of the link between indicators and constructs, as well as between constructs themselves, will be displayed using structural equation modeling (SEM) (Hair et al., 2017). The measurement model and the structural model are the two assessments that make up SEM.

### 3. Results

#### 3.1 Measurement Model (Outer Model)

##### 3.1.1 Validity Testing

For the purpose of this study's validity assessment, the loading factor value was utilized. If the loading factor value of a questionnaire item is more than 0.7, it is considered legitimate. Many items on the questionnaire still have loading factor values below 0.7, according to the first validity test findings. These results are shown in table below.

Construct	Indicator	Loading Factor	Description
Digital Marketing	DM1	0,336	Invalid
	DM2	0,432	Invalid
	DM3	0,549	Invalid
	DM4	0,626	Invalid
	DM5	-0,442	Invalid
	DM6	0,294	Invalid
	DM7	0,575	Invalid
	DM8	0,518	Invalid
Repurchase Intention	RI1	0,578	Invalid
	RI2	0,611	Invalid
	RI3	0,592	Invalid
	RI4	0,554	Invalid
	RI5	0,515	Invalid
	RI6	0,641	Invalid
	RI7	0,532	Invalid
	RI8	0,662	Invalid
CRM	CRM1	0,540	Invalid
	CRM2	0,416	Invalid
	CRM3	0,379	Invalid
	CRM4	0,575	Invalid
	CRM5	0,581	Invalid
	CRM6	0,606	Invalid
	CRM7	0,548	Invalid
	CRM8	0,692	Invalid

Table 4.6's validity testing findings reveal that certain questionnaire items are still not valid. Consequently, after conducting a second validity test, researchers found that several of the questionnaire items were invalid. What follows is a table displaying the outcomes of the second confirmatory test of validity. According to the findings, every single item has a loading factor value higher than the critical threshold of 0.7. This means that the questionnaire's constructs all meet the criteria for convergent validity.

<b>Construct</b>	<b>Indicator</b>	<b>Loading Factor</b>	<b>Description</b>
Digital Marketing	DM4	0,801	Valid
	DM7	0,799	Valid
Repurchase Intention	RI2	0,776	Valid
	RI5	0,708	Valid
	RI8	0,795	Valid
CRM	CRM6	0,742	Valid
	CRM8	0,858	Valid

Validity was also assessed using the AVE value in this study, in addition to the loading factor. An AVE score higher than 0.5 is required for validity. Table below shows the test results based on the AVE value. The findings show that all of the constructions are legitimate because their AVE values are greater than 0.5.

<b>Construct</b>	<b>Average Variance Extracted (AVE)</b>	<b>Conclusion</b>
Digital Marketing	0.640	Valid
Repurchase Intention	0.579	Valid
CRM	0.644	Valid

### 3.1.2 Reliability Testing

In this work, a composite reliability technique was used to conduct the dependability test. If the composite dependability rating of a construction is more than 0.7, it can be deemed dependable. Table following displays the results of the tests, which demonstrate that the composite reliability value for all constructions is more than 0.7. It follows that the dependability requirements are satisfied by all of the model's constructs.

<b>Construct</b>	<b>Composite Reliability</b>	<b>Conclusion</b>
Digital Marketing	0.781	Reliable
Repurchase Intention	0.804	Reliable
CRM	0.782	Reliable

### 3.2 Structural Model (Inner Model)

#### 3.2.1 Coefficient Determination Testing (R<sup>2</sup>)

**Presented in the table below are the outcomes of the R-squared value computation for every variable. According to the data in the table, the repurchase intention variable has an**

R-squared value of 32.5%. This indicates that the model's components account for 32.5% of the variation in repurchase intention. At the same time, variables not included in this study account for the remaining 67.5%. CRM has an R-squared value of 13%, meaning that the model variables only account for 13% of the variance in CRM. The other 87% is explained by factors beyond the scope of this study.

Model	R Square	In percentage (%)
Repurchase Intention	0.325	32.5
CRM	0.130	13

### 3.2.2 Data Analysis and Hypothesis Testing

The following table displays the results of the Smart-PLS hypothesis testing that was conducted in this investigation.

Research Model		Influence	Original Sample ( $\gamma$ )	P Values	Description
<b>H1</b>	DM → RI	Positive (+)	5,459	0,000*	Supported
<b>H2</b>	DM → CRM	Positive(+)	6,657	0,000*	Supported
<b>H3</b>	CRM → RI	Positive (+)	7,311	0,000*	Supported
<b>H4</b>	DI □ CRM → RI	Positive (+)	4,940	0,000*	Supported

Based on table above, 4 hypothesis testing results are obtained as follows:

#### a. First Hypothesis

Ho1: Digital marketing has no positive effect on repurchase intention.

Ha1: Digital marketing has a positive effect on repurchase intention.

With a significance threshold of  $0.000 < 0.1$ , the results demonstrated that digital marketing had a positive path coefficient of 5.549 on repurchase intention. That digital marketing increases the likelihood that consumers will make a repeat purchase follows from the acceptance of Ha1.

#### b. Second Hypothesis

Ho2: Digital marketing has no positive effect on CRM.

Ha2: Digital marketing has a positive effect on CRM.

With a significance threshold of  $0.000 < 0.1$ , the results demonstrated that digital marketing had a positive path coefficient of 6.657 on CRM. Since Ha2 is generally agreed upon, it follows that CRM benefits from digital marketing.

**c. Third Hypothesis**

Ho3: CRM has no positive effect on repurchase intention.

Ha3: CRM has a positive effect on repurchase intention.

At a significance threshold of  $0.000 > 0.1$ , the data demonstrated that CRM had a positive path coefficient of 7.311 on the influence of repurchase intention. It follows that Ha3 is legitimate, and CRM does, in fact, influence repurchase intent positively.

**d. Fourth Hypothesis**

Ho4: CRM does not mediate the influence between digital marketing on repurchase intention.

Ha4: CRM mediates the influence between digital marketing on repurchase intention.

The findings indicated that CRM's impact on the relationship between digital marketing and repurchase intention is positive, with a path coefficient of 4.940 and a significance level of  $0.000 < 0.1$ . Given the acceptance of Ha4, it follows that CRM mediates the effect of digital marketing on repurchase intention.

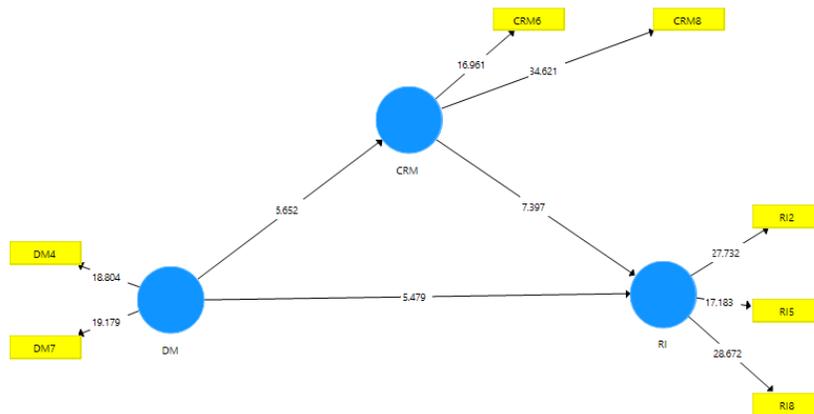


Figure 1: Visualization of Hypothesis Testing Results

**4. Discussion**

*4.1 Digital marketing effect on Repurchase Intention (H1)*

A path coefficient value of 5.549 and a significance level of 0.000, which is significantly below the significance threshold of 0.1, demonstrate that digital marketing has a positive and substantial impact on repurchase intentions, according to the findings of testing the first

hypothesis (H1). This discovery proves that a successful digital marketing plan can do more than just reach a large audience; it can also establish long-term connections with customers by means of regular and pertinent digital interactions. Elements such as content personalization, responsiveness to consumer feedback, and an active presence on various digital platforms also strengthen consumer loyalty to the brand. However, it is important to note that although the influence of digital marketing is proven to be significant, its effectiveness still depends on the quality of its implementation. As Chaffey & Ellis-Chadwick (2019) point out, not all digital marketing elements have a direct impact on repurchase decisions—for example, visual design aspects that are not accompanied by strong and relevant messaging may not be enough to trigger consumer loyalty.

#### *4.2 Digital marketing effect on Customer Relationship Management (H2)*

A positive route coefficient of 6.657 with a significance level of  $0.000 < 0.1$  was the outcome of the test of hypothesis 2 (H2). Accordingly, it is safe to say that Ha2 is true, and that CRM benefits from digital marketing. Because of its more tailored, data-driven, and quantifiable approach, digital marketing greatly enhances CRM, according to this result. In line with the views of Gupta (2019) and Merisavo (2003), digital marketing functions not only as a promotional tool, but also as an interactive medium that supports the customer education process, builds emotional closeness, and creates added value through continuous engagement. Personalizing messages and responding quickly to customer feedback are key to forming long-term, mutually beneficial relationships between companies and consumers.

#### *4.3 Customer Relationship Management effect on Repurchase Intention (H3)*

With a significance threshold of  $0.000 < 0.1$ , the test results for hypothesis 3 (H3) showed a positive path coefficient of 7.311. So, it's safe to say that Ha3 is accepted, and CRM does increase repurchase intention. Finding of research reinforces the view that well-structured and well-executed CRM is able to build close and sustainable relationships between companies and customers. These results also emphasize the importance of loyalty programs, service personalization, and a continuous communication approach in fostering long-term relationships with customers. With CRM, companies can manage customer databases to understand individual behaviors and preferences, so that marketing strategies can be tailored specifically.

#### *4.4 Digital marketing effect on Repurchase Intention through Customer Relationship Management (H4)*

With a significance threshold of  $0.000 < 0.1$ , the test findings for hypothesis 4 (H4) demonstrate that CRM mediates the link between digital marketing and repurchase intention, with a path coefficient of positive 4.940. As a result, Ha 4 is true, and that CRM mediates the effect of digital marketing on the desire to repurchase. This discovery lends credence to the claim made by Ahmed & Zahid (2014) and Toor & Husnain (2017), that CRM acts as a crucial link in transforming the impact of digital marketing into real action in the form of loyalty and repurchase. Thus, testing hypothesis H4 clearly shows that CRM not only functions as a

complement, but also as a key mediating element that determines the success of digital marketing strategies in building customer loyalty.

## **5. Conclusion**

Based on the results of data analysis and discussion that has been carried out in the previous chapter, it can be concluded that this study has succeeded in proving the effect of digital marketing and Customer Relationship Management (CRM) on consumer repurchase intention. In general, all hypotheses proposed in this study are accepted and show a significant relationship, both directly and through the mediation mechanism. The following is a summary of the conclusions of the research results that have been carried out:

1. Digital marketing is proven to have a positive and significant influence on repurchase intentions. This shows that effective digital marketing strategies, such as interesting content, personalization, and consistent communication through online platforms, are able to encourage consumers to make repeat purchases.
2. Digital marketing also has a positive effect on CRM. This means that the more intensive and targeted the digital marketing strategy implemented by the company, the stronger the relationship built between the company and its consumers. This has implications for creating more personalized, responsive, and relevant engagement with customer needs.
3. CRM has a positive influence on repurchase intentions. Well-conducted customer relationship management can increase consumer satisfaction and trust, which in turn encourages repeat purchases. This confirms that CRM is an important element in maintaining customer loyalty.
4. CRM is proven to significantly mediate the relationship between digital marketing and repurchase intentions. This finding shows that digital marketing will provide more optimal results if accompanied by effective CRM implementation. CRM plays a strategic role in connecting digital marketing activities with the formation of loyalty and repeat purchase decisions.

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