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Customer Relationship Management (CRM) implementation strategy to increase customer loyalty (case study at Bamboo Distro in Dlingo, Bantul Regency, DIY)

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ABSTRACT

This study aims to analyze the implementation strategy of Customer Relationship Management (CRM) in enhancing customer loyalty at Distro Bamboo, a bamboo craft SME in Dlingo, Bantul, Yogyakarta. Amid intensifying competition in the craft industry and customers' tendency to switch brands, managing customer relationships has become crucial. This research employs a descriptive qualitative approach with a case study method. Data were collected through in-depth interviews with six informants selected using purposive and snowball sampling techniques, consisting of the owner, two employees, and three customers, complemented by direct observation and documentation. Data analysis utilized the interactive model proposed by Miles, Huberman, and Saldana (2014). The findings reveal that CRM implementation at Distro Bamboo is conducted organically through a personal approach, manifested in four main strategies: (1) customer identification based on direct interaction and memory; (2) personal interaction through responsive two-way communication in-store and on social media; (3) empathetic and solution-oriented after-sales service; and (4) value creation through quality products and order flexibility. Consequently, these strategies successfully build trust, encourage repeat purchases, and generate customer advocacy (word of mouth). Customer loyalty is driven not by low prices but by the quality of relationships and products. The main obstacle is the lack of systematic technology and data recording, which simultaneously presents an opportunity for developing a simple CRM system in the future. This study concludes that personal and emotionally-based CRM proves effective and relevant for local craft SMEs.

Keywords: Bamboo craft SMEs; case study; customer loyalty; customer relationship management; relationship marketing

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RESEARCH & PUBLISHING



1. INTRODUCTION

The shift in global consumer preferences toward products oriented toward sustainability principles has driven increased demand for environmentally friendly natural materials, one of which is bamboo. Over the past five years, the bamboo-based industry in Indonesia has shown significant growth as part of the creative economy and green industry sectors. The Indonesian bamboo market size was estimated to reach USD 1.7 billion in 2020 and is projected to experience a compound annual growth rate (CAGR) of 6.2% from 2021 to 2028, as bamboo use increases in the construction, furniture, pulp and paper, and food industries ([Grand View Research, 2023](#); [Fortune Business Insights, 2024](#)).

Bamboo's characteristics as an economical, renewable resource, high compressive strength, lightweight, and natural aesthetics make it an increasingly popular alternative material for construction and household products. This phenomenon is fueled by growing public awareness of eco-friendly lifestyles and the growing trend of natural aesthetics through digital social media. Bamboo craft products such as bamboo baskets (besek), rice baskets (wakul nasi), bamboo food containers (rantang bambu), winnowing baskets (tampah), and decorative weaving are now used not only in traditional contexts but also for hampers, interior decoration, and eco-friendly culinary packaging.

These changes in consumption patterns have opened up vast market opportunities for bamboo craft-based Micro, Small, and Medium Enterprises (MSMEs), particularly in the Special Region of Yogyakarta, a national center of culture and creative industries. According to data from the [Badan Pusat Statistik Daerah Istimewa Yogyakarta \(2025\)](#), the number of MSMEs in this region has increased significantly and contributed to local employment (see [Table 1](#) and [Figure 1](#)).

Table 1. Data on the Number of MSMEs and Labor Absorption in Yogyakarta in 2025

Region	Number of MSMEs (Units)	Employment Absorption (Persons)
Yogyakarta City	875	5,788
Sleman Regency	4,516	62,053
Bantul Regency	6,573	23,445
Kulon Progo Regency	6,355	18,625
Gunungkidul Regency	4,651	13,624

Source: [Badan Pusat Statistik Daerah Istimewa Yogyakarta \(2025\)](#)

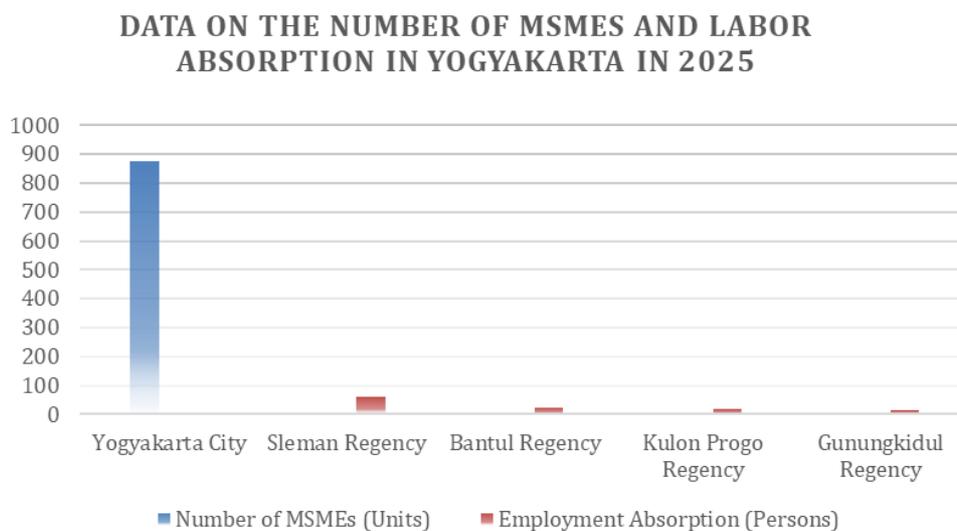


Figure 1. Data on the Number of MSMEs and Labor Absorption in Yogyakarta in 2025

Source: [Badan Pusat Statistik Daerah Istimewa Yogyakarta \(2025\)](#)

This data shows that the handicraft sector, including bamboo handicrafts, is a leading regional commodity that significantly contributes to the local economy and job creation. However, an increase in the number of business actors is also accompanied by increased competition, both in terms of price, product design, and service quality. Along with the development of digital marketing through platforms such as Instagram, TikTok Shop, and various marketplaces, business competition patterns no longer solely rely on product quality but also on customer experience and the ability of business actors to build long-term relationships with consumers. This condition has triggered a brand-switching phenomenon among bamboo craft MSME customers, who tend to easily switch to other producers because of the ease of access to information and product alternatives available online.

Based on initial observations at the local Distro Bamboo business in Dlingo, Bantul Regency, several problems were identified in customer relationship management, including a lack of follow-up after the first purchase, general product communication via social media, and inconsistencies in customer service. These conditions indicate that customer relationship management practices have not been implemented systematically and with a long-term focus. In this context, the Customer Relationship Management (CRM) approach becomes relevant as a business strategy focused on managing customer interactions to create sustainable value. [Payne and Frow \(2013\)](#) define CRM as the integration of business strategy, organizational processes, and technology aimed at creating long-term customer relationships. Furthermore, [Kotler and Keller \(2021\)](#) emphasize that CRM plays a role in building consistent and personalized customer experiences, thereby increasing customer loyalty. However, there is a gap between the ideal concept of CRM and its implementation in practice, particularly in the MSME sector. In the context of bamboo craft MSMEs, this empirical gap is reflected in CRM practices that are still reactive, not based on integrated data systems, and the minimal use of digital technology due to limited literacy and resources ([Rulinawaty et al., 2021](#)) (see [Table 2](#)).

Table 2. Empirical Phenomena of CRM Implementation in Bamboo Craft MSMEs

CRM Aspect	Ideal Condition	Actual MSME Condition	Impact	Theoretical Support
Customer Identification	Companies maintain an integrated customer database containing customer profiles, transaction histories, and consumer preferences	Customer data are not systematically documented and are often stored informally	Difficulty in performing market segmentation and understanding customer needs	CRM emphasizes the importance of customer data collection and management in creating long-term customer value (Payne & Frow, 2013 ; Buttle & Maklan, 2019).
Communication	Communication is personalized, interactive, and continuous through multiple communication channels	Communication is generally conducted through social media without customer segmentation	Low customer engagement and weak emotional relationships with customers	Relationship marketing highlights continuous communication as a key element in building long-term relationships with customers.
After-Sales Service	There is scheduled follow-up, including service reminders, customer satisfaction evaluations, and after-sales support	No follow-up is conducted after the transaction is completed	Low customer retention and a higher likelihood of customers switching to competitors	Relationship marketing emphasizes customer retention through ongoing service after transactions.
Technology Utilization	Implementation of a digital-based CRM system to manage customer interactions and sales data	Customer management is still carried out using manual or traditional methods	Low operational efficiency and difficulty managing customer information	Modern CRM integrates information technology to manage customer data and improve marketing effectiveness (Payne & Frow, 2013).
Data Analysis	Customer analysis is conducted based on purchase history and	Transaction data are not documented and therefore cannot be	Inaccurate marketing strategies and poor decision-	CRM enables organizations to understand customer

	consumer behavior	analyzed	making	behavior through data analysis to support marketing decision-making (Buttle & Maklan, 2019).
Customer Loyalty	Customers demonstrate high levels of repeat purchases and strong brand loyalty	High brand switching behavior due to weak customer relationships	Declining repeat orders and unstable revenue	Relationship marketing suggests that trust and commitment are key determinants of customer loyalty.

Source: Field Observations (2025)

Based on this phenomenon, this research is important to conduct an in-depth understanding of CRM implementation strategies to increase customer loyalty in bamboo craft MSMEs, specifically at Distro Bamboo in Dlingo, Bantul Regency, Yogyakarta Special Region. The following is the formulation of the research questions: (1) what is the CRM implementation strategy for increasing customer loyalty at Distro Bamboo in Dlingo, Bantul Regency, Yogyakarta Special Region?; (2) what is the impact of CRM implementation on Distro Bamboo's customer loyalty?; and (3) what are the obstacles and opportunities in implementing CRM at Distro Bamboo?. The research objectives are to (1) analyze CRM implementation strategies to increase customer loyalty at Distro Bamboo; (2) identify the impact of CRM implementation on customer loyalty; and (3) identify the obstacles and opportunities for CRM implementation at Distro Bamboo. The research benefits are as follows: (1) practical benefits, (a) to provide strategic recommendations for customer relationship management, (b) to serve as a basis for developing customer membership programs and personalized services, and (c) to improve service quality and customer retention, and (2) theoretical benefits: (a) to add to the literature on CRM in bamboo craft MSMEs, (b) to serve as a reference for qualitative research related to customer loyalty based on service experience, and (c) to enrich CRM studies in the context of the local creative industry.

2. RESEARCH METHOD

This study employed a descriptive research design with a qualitative approach. The qualitative approach was chosen because this study aims to deeply understand the phenomenon of Customer Relationship Management (CRM) implementation in the context of social interactions between business actors and customers in bamboo craft MSMEs.

According to Moleong (2019), qualitative research is an approach that aims to understand social phenomena from the perspective of the research subjects, emphasizing the process of meaning-making, experiences, and interpretations of social reality. In the MSME business context, CRM implementation is related to both the technical aspects of service and customer perceptions, emotional experiences, interpersonal communication, and the quality of long-term relationships.

Similarly, Creswell and Poth (2018) state that qualitative research is an exploratory process to understand the meanings individuals or groups attach to social or human issues, particularly in answering research questions of a "how" and "why" nature. This approach allows researchers to explore the dynamics of customer relationships contextually and naturally. Furthermore, Denzin and Lincoln (2017) emphasize that reality in qualitative research is complex, dynamic, and constructed through social interaction. Therefore, a qualitative descriptive approach is deemed appropriate for analyzing CRM implementation at Distro Bamboo, which involves customer experience, digital communication, and ongoing service interactions. Therefore, the qualitative descriptive research in this study aims to provide a factual overview of the CRM implementation strategy implemented by Distro Bamboo in Dlingo, Bantul Regency, Yogyakarta Special Region, as an effort to increase customer loyalty.

This research was conducted at Distro Bamboo's business unit located in the Dlingo District, Bantul Regency, Yogyakarta Special Region. The location was selected purposively, considering that

Distro Bamboo is a bamboo craft-based MSME that relies on long-term relationships with customers as a business sustainability strategy. The characteristics of the research location are as follows (see [Table 3](#)):

Table 3. Characteristics of the Research Location

Aspect	Location Characteristics
Type of Business	Handmade bamboo craftsmanship
Service System	Offline and online
Customer Interaction	Direct and digital
Product Personalization	High
Customer Loyalty	Relationship-based
Communication	Informal and digital

Source: Primary Data (2026)

These conditions make the research location representative of examining CRM practices in MSMEs in the creative industry sector.

2.1. Data Sources

The data sources in this study consist of primary and secondary data. First, primary data were obtained directly through in-depth interviews and field observations with research informants, namely, (1) the owner of Distro Bamboo, (2) customer service employees, and (3) regular customers of Distro Bamboo. Second, secondary data were obtained from business documents, sales archives, activity photos, scientific literature, and reports related to CRM practices in MSMEs.

2.2. Data Collection

Data were collected using three main techniques:

2.2.1. In-depth Interviews

Semi-structured interviews were conducted to obtain subjective data regarding customer experiences and perceptions of the quality of service relationships. [Kvale \(2007\)](#) explains that in-depth interviews are professional conversations designed to comprehensively explore the meaning of individual experiences.

2.2.2. Direct Observations

Observations were conducted directly during customer service activities at the business location to understand the context of naturally occurring interactions. According to [Spradley \(2016\)](#), observation allows researchers to understand the behavior of subjects within their social environment contextually. Documentation was used as a data triangulation technique through the collection of activity photographs, transaction records, and evidence of customer communication.

2.2.3. Research Informants and Informant Selection Techniques

The informants in this study were selected using purposive and snowball sampling techniques. According to [Miles, Huberman, and Saldaña \(2014\)](#), informants in qualitative research are the primary source of narrative data that reveal social meanings in depth (see [Table 4](#)).

Table 4. Research Informants

No.	Informant Category	Number of Informants	Criteria
1	Owner	1 Person	Business decision-maker
2	Employees	2 Persons	Involved in customer service
3	Customers	3 Persons	Regular customers
Total		6 Persons	

Source: Primary Data (2026)

Snowball sampling is used to reach customers who have had repeated interactions with a business through recommendations from previous informants (Creswell & Poth, 2018) (see Figure 2).

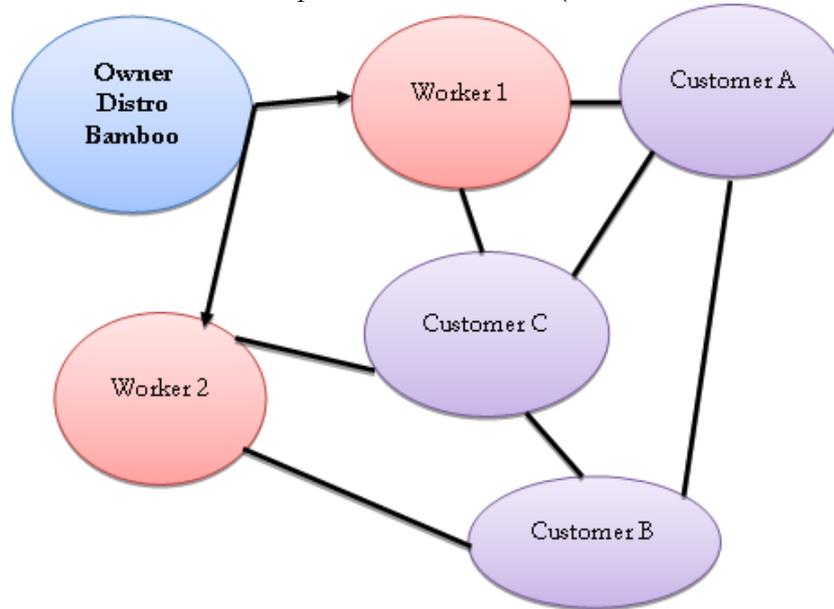


Figure 2. Snowball Sampling Scheme

Source: Creswell and Poth (2018)

2.3. Data Analysis Technique

The data analysis technique used in this study adopts the interactive analysis model proposed by Miles, Huberman, and Saldaña (2014). This model is widely applied in qualitative research in the social sciences and management studies because it allows researchers to analyze data systematically and continuously throughout the research process. According to Miles, Huberman, and Saldaña (2014), qualitative data analysis is conducted through an interactive and cyclical process consisting of three main stages: data reduction, data display, and conclusion drawing and verification. These stages occur simultaneously during the data collection and analysis processes.

2.3.1. Data Reduction

Data reduction refers to the process of selecting, focusing, simplifying, and transforming raw data obtained from interviews, observations, and documentation. At this stage, the researcher selects relevant information related to the research focus while eliminating irrelevant data. In this study, the data reduction process was conducted through the following steps: (1) transcribing interview data obtained from business owners and customers; (2) grouping data based on research themes, such as customer identification, customer communication, after-sales service, and CRM technology utilization; (3) simplifying information related to CRM practices within MSME operations; and (4) coding the data to identify categories and key themes emerging from the findings. Through this process, the researcher focused the analysis on data that are directly related to the implementation of CRM strategies to improve customer loyalty in MSMEs.

2.3.2. Data Display

Data display refers to the process of organizing reduced data into a structured form that enables researchers to interpret and understand patterns of relationships among research variables. In this study, the data were presented in several forms: (1) descriptive narratives explaining the findings related to

CRM practices implemented by MSME actors, (2) analytical tables and matrices presenting comparisons between ideal CRM conditions and the actual conditions found in the studied business, and (3) conceptual diagrams illustrating the relationship between CRM strategies, customer service quality, and customer loyalty. By presenting the data systematically, the researcher was able to identify patterns, relationships among categories, and behavioral trends related to CRM implementation.

2.3.3. Conclusion Drawing and Verification

The final stage of the Miles, Huberman, and Saldaña (2014) analysis model involves drawing conclusions and verifying the findings. At this stage, the researcher interprets the displayed data to identify patterns, themes, and relationships between concepts. In this study, the conclusion-drawing process included the following: (1) identifying relationship patterns between CRM strategies and customer loyalty, (2) analyzing factors influencing the effectiveness of CRM implementation in MSMEs, (3) comparing research findings with CRM and relationship marketing theories proposed by scholars, and (4) verifying the findings through data triangulation by comparing interview data, observational data, and documentation. The verification process ensures the validity and consistency of the research findings so that they accurately reflect the implementation of CRM strategies to improve customer loyalty in MSMEs (see Table 5).

Table 5. Interactive Model Data Analysis Flow

Analysis Stage	Activities	Output
Data Reduction	Data selection & coding	Focused data
Data Display	Matrix & narrative	Relationship patterns
Conclusion	Interpretation	Valid findings

Source: Primary Data (2026)

3. RESULTS AND DISCUSSION

3.1. Overview of the Research Location

This research was conducted at the bamboo craft business unit, Distro Bamboo, located in the Dlingo area of Bantul Regency, Yogyakarta Special Region. Data were collected through participatory observation, in-depth interviews, and documentation of the business owner, employees, and active customers. The field research approach used a direct, field-based qualitative inquiry with the aim of identifying customer relationship management (CRM) implementation strategies that are contextually applicable to the local craft-based MSME sector.

3.2. A Brief History of Distro Bamboo

The Dlingo area has long been known as a center for traditional bamboo crafts integrated with the natural tourism sector, such as the Mangunan Pine Forest, Becici Peak, and Little Tokyo Dlingo. In this context, Distro Bamboo was founded in 2020 as a family business focused on preserving the cultural value of bamboo crafts while adapting to the needs of the modern market. The superior products produced include Tambir, Sokase, Besek, Awak-ul nasi, Bamboo trays, and Besek food containers. These products are used for household needs, MSME packaging, traditional gifts, and even eco-friendly culinary hampers (see Figure 3 and Figure 4).



Figure 3. Location of the Bamboo Distro Business

Source: Research Documentation (2026)



Figure 4. Bamboo Distro Business Logo

Source: Research Documentation (2026)

In addition to its economic function, this business empowers the local Dlingo community by absorbing labor from farm laborers into productive bamboo craftsmen.

3.3. Results

3.3.1. Research Informant Profile

For clarity, see [Table 6](#) and [Figure 5](#).

Table 6. Profile of Consent Informants

No.	Informant Name	Category	Age
1	Ardhitya Furqon W	Owner	32
2	Rizki	Employee	23
3	Atun	Employee	31
4	Rohmah	Customer	28
5	Anton	Customer	31
6	Lastri	Customer	52

Source: Research Results (2026)

Profile of Consent Informants

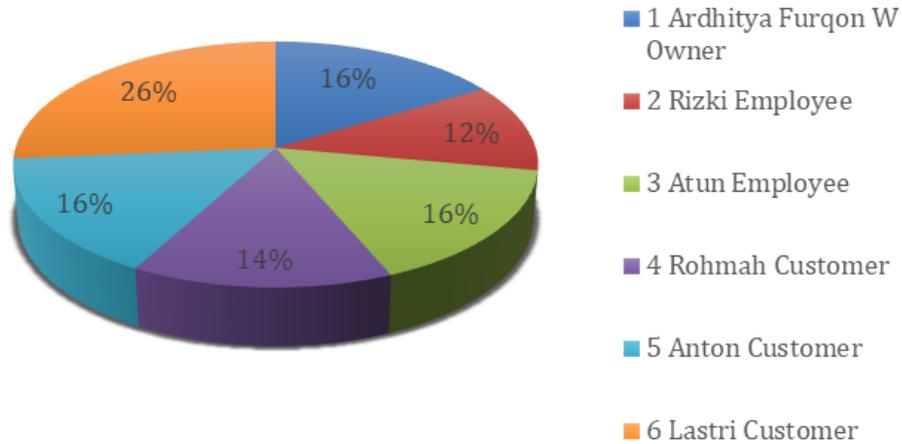


Figure 5. Profile of Consent Informants

Source: Research Results (2026)

3.3.2. Reduction and Categorization of Interview Findings

The interview results were analyzed using thematic coding techniques, resulting in four main dimensions of CRM implementation, as presented in the following Table 7.

Table 7. Categorization of CRM Implementation on the Bamboo Distro

CRM Dimension	Implementation Indicator	Empirical Findings	Impact on Loyalty
Customer Identification	Recognition of regular customers	Direct interaction and manual recording of repeat-order customers	Increased customer retention
Customer Differentiation	Needs-based segmentation	Product recommendations based on usage purpose (events/celebrations/household use)	Increased personalized satisfaction
Customer Interaction	Multi-channel communication	Integration of offline services with WhatsApp and Instagram	Word-of-mouth formation
Service Personalization	Complaint handling and order flexibility	Product replacement and custom orders	Strengthened trust relationship

Source: Research Results (2026)

3.3.3. Customer Loyalty Indicators

For clarity, see Table 8.

Table 8. Loyalty Indicators Based on Customer Perception

Loyalty Indicator	Informant Statement (Translated)	Thematic Interpretation
Repeat Purchase	"The product is durable and meets expectations."	Functional Satisfaction
Trust	"I already trust the quality."	Emotional Trust
Price Tolerance	"The price difference is not an issue."	Non-Economic Loyalty
Recommendation	"I often recommend it to family."	Advocacy Behavior
Switching Resistance	"I don't want to try other places."	Retention Commitment

Source: Research Results (2026)

3.4. Discussion

The research results show that CRM implementation at Distro Bamboo is relational and based on social interactions, not a formal digital system. First, local product quality. Handmade bamboo products provide authentic value (perceived authenticity) that increases customer trust in product quality. Second, empathetic service. Communicative, friendly, and informative service has been shown to increase customer satisfaction during the purchasing decision-making process. Third, personalization approach. Product recommendations tailored to customer needs create an individualized shopping experience (personalized service experience). Fourth, trust-based relationship. Customer loyalty is more influenced by emotional relationships and long-term trust than by price considerations (see Figure 6).

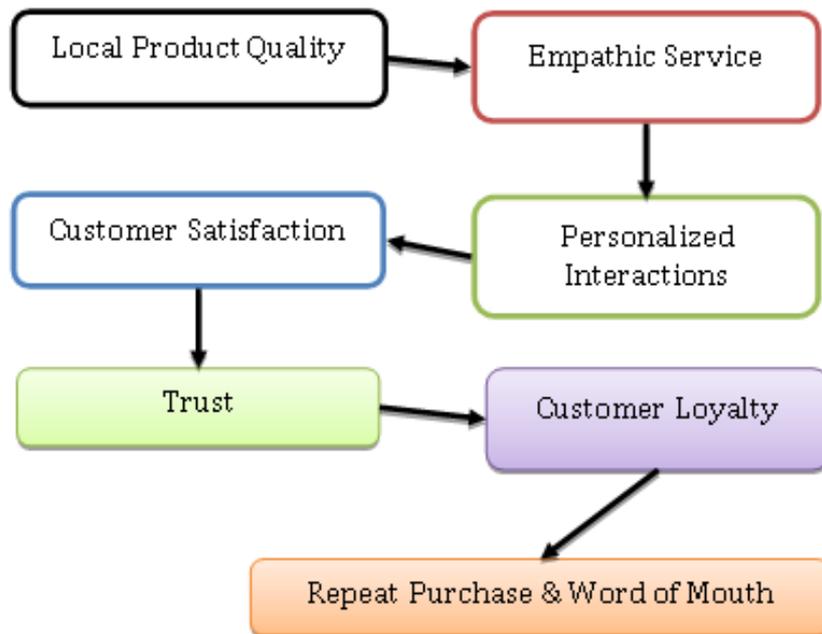


Figure 6. Relational CRM Implementation Model for MSMEs

Theoretically, these findings confirm that CRM implementation in the craft-based MSME sector does not have to rely on high-tech systems but can be achieved through a consistent social relationship approach (social bonding strategy). Thus, the integration of local product quality, personalized service, and ongoing communication has been proven to: (1) increase customer satisfaction, (2) strengthen trust, (3) encourage repeat purchases, and (4) generate word-of-mouth promotion. This is an indicator of the success of a relationship-based CRM strategy in maintaining the sustainability of Distro Bamboo's business amidst price competition from modern plastic substitute products.

4. CONCLUSION AND RECOMMENDATIONS

4.1. Conclusion

This study concludes that the implementation of CRM at Distro Bamboo was carried out through an organic, personalized strategy, including interaction-based customer identification, responsive two-way communication, solution-oriented after-sales service, and value creation through quality products and flexible ordering. Consequently, this strategy successfully built trust and satisfaction, encouraging repeat purchases, creating customer advocacy (word of mouth), and building strong resistance to competitors' offerings. Distro Bamboo's customer loyalty is not built on low prices, but on a foundation of quality relationships and products. The main obstacle is the lack of a systematic customer data recording system; however, this also presents an opportunity to develop a simple system to increase CRM effectiveness in the future.

4.2. Recommendations

For Distro Bamboo, it is recommended to begin documenting customer data in a simple way, for example, through a digital notebook or spreadsheet, to support more planned service personalization. Product quality and warm service, which are already key strengths, must be maintained and passed on to all employees. Social media optimization also needs to be enhanced, not only as a product showcase but also as a channel for follow-up and value-added communication. For future researchers, it is recommended to conduct quantitative studies to examine the influence of personal variables in CRM on customer loyalty in similar sectors. Comparative research across craft MSMEs in different regions could also be conducted to examine the influence of the socio-cultural context on the effectiveness of CRM strategies.

Ethical Approval

Not Applicable

Informed Consent Statement

Not Applicable

Authors' Contributions

Not Applicable

Disclosure Statement

The authors declare that there are no relevant conflicts of interest related to this research

Data Availability Statement

The data presented in this study are available on request from the corresponding author due to privacy reasons.

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Notes on Contributors

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