

## ANALYSIS EFFECT OF OMNI CHANNEL ON THE MSME'S PERFORMANCE IN CRAFT INDUSTRY THROUGH CUSTOMER EXPERIENCE AND CUSTOMER RELATIONSHIP MANAGEMENT

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**Abstract** – Micro, Small, Medium Enterprise (MSME) has a great potential to increase the Indonesian economy. It has contributed 60% of Indonesian GDP. In addition, MSME is able to survive during economy crisis occurred from 1998 to 2000s in Indonesia. The vacant employment and high export level are becoming great potential for MSME in Indonesia. However, the high level of MSME contribution still not yet distributed evenly, especially for the craft industry. It is shown by the lack of existing export level on Craft Industry of MSME. In addition, MSME frequently encountered problem which is bankrupting business due to lack of knowledge in developing business using appropriate strategy. This research is performed to discover influence of Omni Channel towards MSME Performance. Result of processed data shown that Omni Channel is an appropriate method to improve MSME's Performance through CRM. Omni Channel approach is customer-centered aimed to improve satisfaction and loyalty of consumer. Besides that, this approach is able to increase the amount of MSME who uses digital in expanding market and helping government program called "UMKM Go Online" which aimed to increase digitally managed entrepreneur in Indonesia.

**Keywords:** Omni-channel; Customer Experience; CRM; Craft; Entrepreneur.

### INTRODUCTION

The monetary crisis that occurred in July 1997 has devastated the economy of several countries such as Malaysia, Thailand, South Korea and Indonesia. In Indonesia, the monetary crisis has fallen the rupiah exchange rate against the US dollar. It also was part of the Asian Financial Crisis which was a severe combination of off-limits financial market behavior and weak government policies (Margana & Fitriyaningsih, 2010).

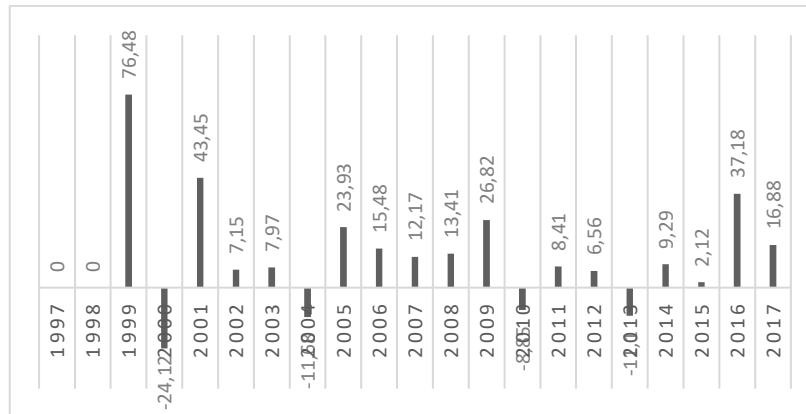
In the midst of the monetary crisis, the economy of Indonesia was experiencing an imbalance due to the high state debt and low currency values. However, MSMEs are one that survived over the monetary crisis because its proven to be resistant to crises it did not have foreign debt and bank debt. MSMEs is considered as unbankable, use local inputs, and export oriented (Mudradjad, 2008). According to Central Bureau of Statistics (BPS), the number of MSMEs did not decrease after the economic crisis. Its growth has increased, it has even been able to absorb 85 million to 107 million workers until 2012. MSMEs has contribute almost 60% of the total GDP of Indonesia. Thus, MSMEs become a national priority because they can absorb a large number of workers and create vacancies so that unemployment could be decrease (Muhril, 2014).



Figure 1. Growth Rate of Total MSMEs in Indonesia in 1997-2017 (in percent)

Source: Central Bureau of Statistics (BPS), 2019.

The graph in the figure 1 shows that the number of MSMEs continues to increase year by year. It can be seen there is an increasing rate per year in the range of 0-5% which means the total of entrepreneurs in Indonesia always significantly rise.



**Figure 2. Growth Rate of Export Value 1998-2013 (in percent)**  
 Source: Central Bureau of Statistics (BPS), 2018.

The total MSMEs in Indonesia have reached 59.2 million in 2019. Unfortunately, the growth of MSMEs is not in line with the growth rate of exports for Indonesian MSMEs in the Figure 2. There is instability in MSMEs exporting activities in Indonesia in several years, such as 1999, 2003, 2009, and 2012. It has reached the minus point of the exporting activities.

In MSMEs, There are various industry that incorporated in developing the Indonesian economy. One industry that has considerable potential is the craft industry. This is because the potential of the vast and diverse craft industry market makes this industry able to continue to survive and grow when the economy is unstable. The diversity of the culture of indonesia makes this industry become more potential. However, the craft industry only contribute 16% of the total GDP that is 60% of the Indonesian economy. It also has low exporting activities to other countries. According to the Ministry of National Development Planning / National Development Planning Agency (BAPPENAS), this is due to the difficulty of the recovery of the investment and export sectors also due to weak national competitiveness, also due to low HR productivity and low mastery and application of technology in the production process.

Based on empirical study, author conducted pre-survey to the MSME’s consumer focused in craft Industry. The result shown as below:

| No. | Question  | Yes | No  |
|-----|---|-----|-----|
| 1.  | The use of an online and offline system (Omni Channel) at the same time helps increase business performance                                       | 95% | 5%  |
| 2.  | Brand awareness is the biggest impact in improving the business performance   | 80% | 20% |
| 3.  | Good level of effectiveness could increase the business performance   | 85% | 15% |
| 4.  | The Customer trust could increase the business performance  | 90% | 10% |
| 5.  | Good level customer experience management will increase the performance of the business   | 95% | 5%  |
| 6.  | Using only offline system in promotion is more profitable than online systems to a business   | 40% | 60% |
| 7.  | Strengthen the Customer Relationship Management process by using offline and online systems (Omni Channel) will increase the business performance | 95% | 5%  |

There are 3 variables with the highest positive answer in the Pre-Survey result, which are: Omni Channel, Customer Experience Management, and Customer Relationship Management. These variables will lead this research to develop a solution to the phenomenon towards MSME’s performance in craft industry. The relationship between suppliers, customers, and companies must be managed properly so that the company could

reach every customer touch-points by using Omni Channel. It will strengthen the customer lifetime value and will give a long-term advantage to the business. By using Omni channel, the experience of the customer in a business will be wider and expected will be approached the customer globally and internationally. Thus, based on the background and the phenomena described above, the author takes the title "Analysis Effect of Omni Channel on the MSME's Performance in Craft Industry through Customer Experience and Customer Relationship Management". In addition, the objectives of this study were to know the influences in each variables between Omni Channel, Customer Experience, Customer Relationship Management, and Performance.

## **LITERATURE REVIEW**

Marketing is a management process of efficiency in maximizing profits for shareholders and building relationships with key customers and creating competitive advantages (Dayle, 2016), to meet the customer needs and desires to create the customer satisfaction. Currently, traditional marketing has shifting to digital marketing as the core of ebusiness, the closer a company towards its customers and understand it better, it will increase the value of a product, expand its distribution network and increase sales by running the e-marketing based on digital media (Smith et al, 2013).

## **PERFORMANCE**

Performance is a description of the level of achievement of the implementation of an activity program or policy in realizing the goals, objectives, vision and mission of the organization as outlined through the strategic planning of an organization (Moehersono, 2012). Another opinion stated that performance is the result or level of success of a person as a whole during a certain period in carrying out tasks compared to various possibilities, such as standard work results, targets or targets that have been determined and agreed upon (Martha, 2015). According to Moehersono (2012) states that performance indicators are effective, efficient, quality, timeliness, productivity and safety. It can be concluded that performance is the achievement of indicators that have been set by the business. In addition, performance is also a base for a business as an evaluation material to become a benchmark so that businesses can develop better.

## **OMNI CHANNEL**

Omnichannel refers to the use of both physical and digital channels combined with the delivery of seamless shopping experiences (Lazaris & Vrechopoulos, 2014). Omnichannel businesses represent an unprecedented opportunity for retailers to leverage synergies between channels in synchronizing their interactions with consumers across multiple touchpoints (Brynjolfsson et al. 2013). In the industrial age 4.0 almost all economic activities related to the purchase of switching to online systems (Nusraningrum et al, 2019). Omni channel has several indicators that can be divided into Awareness, engagement, conversion, and loyalty (Magestore, 2017). By using the channel of communication through digital, the customer will get satisfied because they are not going to confuse and they will be able to execute the purchased presentation (Nugroho & Sihite, 2019). It shows that the omni channel is a conventional business approach / strategy integrated with digital that giving interactions with consumers across multiple touchpoints. This strategy will shorten the barriers between customers and retailers.

Industrial Revolution occurred in Indonesia impacting the business activities. The impact of technological development also makes consumers change their behavior (Wuryandari, et.al., 2019). By embracing an omnichannel business model, retailers can deploy a wide range of technologies to track consumer behavior across both physical and virtual environments, culminating in more comprehensive knowledge of each consumer and enabling a better shopping experience for the consumer. (Wallace et al. 2014).

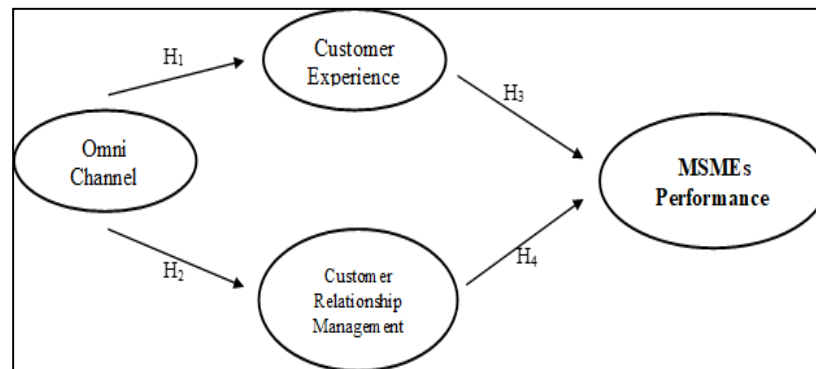
## **CUSTOMER RELATIONSHIP MANAGEMENT**

Customer Relationship Management (CRM) defined as a practice of analyzing and using database marketing and the influence of communication technology to determine corporate practices and methods in its efforts to increase customer value for the company (Kumar & Reinartz, 2012) that integrates internal processes and functions as well as external networks to create and deliver value to target customers in order to earn profits (Janati, et.al., 2013). It shows that CRM the set of business of the customer and the business with the aim of building a lasting relationship with customers, which involves identifying, understanding and meeting their needs. There are four main strategic indicator capabilities in CRM which are technology, people, process, and

knowledge and insight (Kumar & Reinartz, 2012), and can be measured by three indicators such as: continuity marketing, one to one marketing, and partnering programs (Sheth et al, 2002).

### CUSTOMER EXPERIENCE

Customer experience of accumulation of all events that the customer had (Suwono, 2011), will be able to become a marketing strategy, a process of the customer journey against a product or services to get know the customer satisfaction of a business, can also be a benchmark for a business to be able to develop or evaluate a business to become more leverage, and has several indicators, such as: sense, feel, think, act, and relate (Kertajaya, 2006). Services provided by the company must also be personalized, and able to understand the problems that its customers are facing more personally (Kusumo, 2015).



**Figure 3. Research Model**

Omni-channel customers show a very different set of behavior to traditional retail customers. They are better informed, make use of technology and demand more from those retailers they do the business. When they find a retailer that delivers the experience they want, these customers become very loyal and profitable providing that the overall experience is maintained (Cook, 2014). By providing a good Omni channel, experience will help company to reducing the risk of losing the customer during customer journey by providing a unified and integrated services and customer experience and Encouraging the customer to proceed in the customer journey with the company by providing seamless and intuitive transitions across channels in each touch-point to match customer preferences, needs, and behavior (Peltola, et. al., 2015). Indeed, studies have shown that consumers who utilize multiple channels to interact with a single retailer tend to exhibit higher levels of satisfaction and loyalty (Wallace et al. 2014).

#### **H<sub>1</sub>: Omni Channel has effect on Customer Experience**

Omni-distribution channel is already in practice and organizations practicing it are reaping bigger customer opportunity (Tetteh & Qi Xu, 2014). Along with the planned improvement to its mobile channels and customer relationship management, this will give the retailer a better overall strategy that will increase both in-store footfall and sales. (Bhalla, 2013) The relationship between Omni Channel and Customer Relationship Management is also supported by Dewa & Setyohadi (2017) that this will affect the level of customer satisfaction and loyalty to the company. CRM will also help a business know the wants and needs of its customers.

#### **H<sub>2</sub>: Omni Channel has effect on Customer Relationship Management**

Experiences of customer journeys is so important to customers and to business performance. Some business will combining operational, marketing, and customer and competitive research data to understand journeys is a first-time undertaking, it created allows management to clearly see the customer's experience of various journeys and decide which ones to prioritize. (Rawson,et.al., 2013). Other research have found that the CSPs (Customer Experience) improve the business performance using a unique methodology designed to select the right key quality indicators, build accurate key business objective "formula" predict customer behavior, and ultimately understand which factors are influencing the most (Spiess, et.al., 2014). Customer Experience have a

positive influence on differentiation, which in turn has a positive and significant influence on both market performance and financial performance (Grønholdt, et.al., 2015).

**H3: Customer Experience has effect on MSME's Performance**

Good relationship with customers will increase the probability that firms and customers repeatedly work together in developing new product ideas, which creates joint learning effects. Yli-Renko and Janakiraman (2008) stated that the quality of relationships between a firm and its customers could have an impact on NPD. Other than that, loyal and committed customers are more willing to share their product knowledge such as comments, suggestions and others (Jayachandran, et.al., 2004), and strong relationship between CRM processes and company performance (Ernst et.al., 2011).

**H4: Customer Relationship Management has effect on MSME's Performance**

**METHODS**

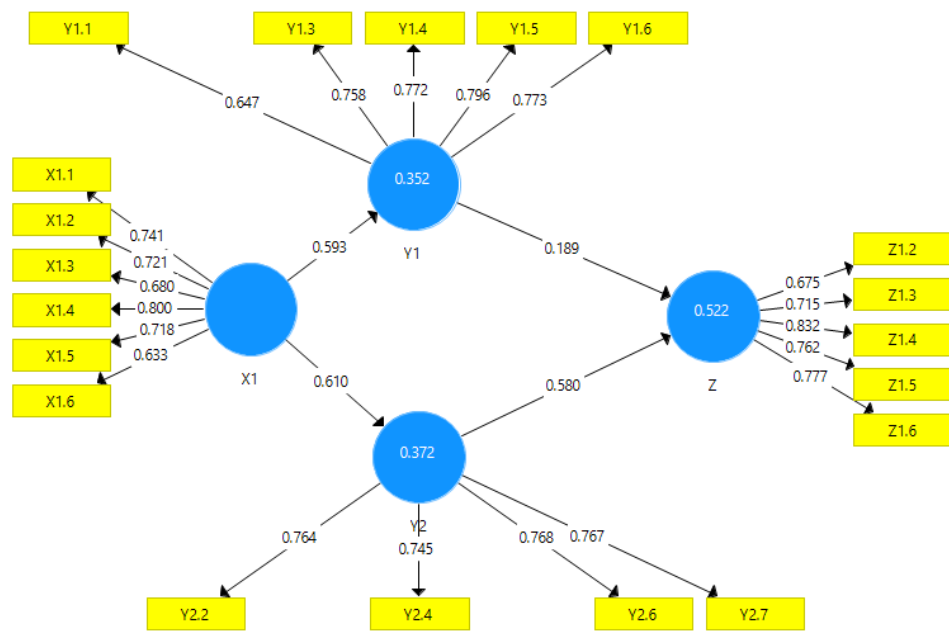
The population of this research was the customer of MSMEs in DKI Jakarta, and the respondents were 115. The research method used in this research is the causal research. The data was analyzed by using SPSS program (Statistical Package for the Social Sciences) for the Descriptive Statistic Data Quality Test and also using PLS program (Partial Least Square) Version 3.0 for calculating the Outer Model and Inner Model.

**RESULTS AND DISCUSSION**

**Table 2. Respondent**

|           | <b>Description</b>  | <b>Frequency</b> | <b>Percent</b> |
|-----------|---------------------|------------------|----------------|
| Gender    | Man                 | 56               | 47,1           |
|           | Woman               | 63               | 52,9           |
| Age       | 18-30 years old     | 105              | 88,2           |
|           | 31-40 years old     | 14               | 11,8           |
|           | 41-50 years old     | 0                | 0              |
|           | >50 years old       | 0                | 0              |
|           | Senior High School  | 112              | 94,1           |
| Education | Diploma             | 3                | 2,5            |
|           | Undergraduate       | 1                | 0,8            |
|           | Postgraduate/Doctor | 3                | 3              |
|           | Civil Servant       | 2                | 1,7            |
| Job       | Private Employees   | 17               | 14,3           |
|           | Student             | 82               | 68,9           |
|           | Entrepreneur        | 9                | 7,6            |
|           | Others              | 9                | 7,6            |

The results of this study were obtained from 119 respondents who had spent shopping for craft products via digital.



**Figure 4. Final Iteration**

There are 7 indicators were excluded from the model such as X<sub>1.7</sub>, Y<sub>1.2</sub>, Y<sub>1.7</sub>, Y<sub>2.1</sub>, Y<sub>2.3</sub>, Y<sub>2.5</sub>, and Z<sub>1.1</sub>. After modifying the model, the final iteration results show all indicators have a loading factor value above 0.50, so that the indicators are valid.

**Table 3. Test Result of Discriminant Validity (Fornell Larcker)**

|                | X     | Y <sub>1</sub> | Y <sub>2</sub> | Z     |
|----------------|-------|----------------|----------------|-------|
| X              | 0.718 |                |                |       |
| Y <sub>1</sub> | 0.593 | 0.751          |                |       |
| Y <sub>2</sub> | 0.654 | 0.700          | 0.728          |       |
| Z              | 0.597 | 0.566          | 0.730          | 0.791 |

After it has modified, it can be seen that each latent variable has a good discriminant validity where some latent variables still have gauges that are highly correlated with other constructs.

**Table 4. Test Result of Composite Reliability and Cronbach's Alpha**

|    | Cronbach's Alpha | Composite Reliability | Description |
|----|------------------|-----------------------|-------------|
| X1 | 0.812            | 0.864                 | Reliable    |
| Y1 | 0.807            | 0.865                 | Reliable    |
| Y2 | 0.779            | 0.849                 | Reliable    |
| Z1 | 0.801            | 0.870                 | Reliable    |

The results of composite reliability and Cronbach's alpha test results are satisfactory, all latent variables are reliable, and the questionnaire used as a research tool has been consistent.

**Table 5. Test Result of R-square**

|    | R Square | R Square Adjusted |
|----|----------|-------------------|
| Y1 | 0.351    | 0.346             |
| Y2 | 0.427    | 0.422             |
| Z1 | 0.539    | 0.531             |

R-square value ( $R^2$ ) or coefficient determination in this study in the variable Z is at range of 0.531. It shows that 53,1 % variability in the construct of the performance can be explained by Omni Channel, Customer Experience, and Customer Relationship Management. Meanwhile, the remaining 46,9% explained by other variables.

**Table 6. Total Construct Cross validated Commuality**

|                      | SSO     | SSE     | Q <sup>2</sup> (=1-SSE/SSO) |
|----------------------|---------|---------|-----------------------------|
| <b>X</b>             | 714.000 | 485.061 | 0.321                       |
| <b>Y<sub>1</sub></b> | 595.000 | 386.483 | 0.350                       |
| <b>Y<sub>2</sub></b> | 476.000 | 335.904 | 0.294                       |
| <b>Z</b>             | 595.000 | 386.718 | 0.350                       |

Q<sup>2</sup> value > 0 indicates that exogenous constructs have predictive relevance for endogenous constructs.

Effect Size ( $f^2$ ) is done to determine the goodness of the model, for the Omni Channel variable to the Customer experience, it is stated to have a high effect size because it is at 0.542. Furthermore, the relationship between the variables Omni Channel and Customer Relationship Management is the best relationship because it has the highest effect size of 0.746. But the effect size between Customer Experience and Performance has a weak relationship because it has an effect size of 0.013. Next is the effect size between the variable Customer Relationship Management and Performance, which has an effect size of 0.427 which can considered as the large relationship.

**Table 7. Hypothesis Testing**

|                    | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistics ( O/STDEV ) | P Values     |
|--------------------|---------------------|-----------------|----------------------------|--------------------------|--------------|
| <b>X1 -&gt; Y1</b> | 0.593               | 0.607           | 0.060                      | 9.934                    | <b>0.000</b> |
| <b>X1 -&gt; Y2</b> | 0.610               | 0.622           | 0.054                      | 11.224                   | <b>0.000</b> |
| <b>Y1 -&gt; Z</b>  | 0.189               | 0.192           | 0.094                      | 2.017                    | <b>0.044</b> |
| <b>Y2 -&gt; Z</b>  | 0.580               | 0.589           | 0.079                      | 7.323                    | <b>0.000</b> |

Source: Data processed using Smart-PLS, 2019

## DISCUSSION

There is a positive and significant influence in the relationship between Omni Channel and Customer Experience. The positive path coefficient shows a direct relationship, where the more Omni Channel Multi-touch points given by the MSMEs, the better experience will be given to customers. Based on the Omni Channel variable, there are several indicators such as Engagement and loyalty that are proven to have a long-term impact on a business in maintaining relationships with consumers using the Omni Channel and creates sustainability towards the business of MSME (Peltola, et al., 2015), that a good omnichannel experience the company will help reduce the risk of losing the customer during customer journey by providing a unified and integrated services and customer experience and Encouraging the customer to proceed in the customer journey with the company by providing seamless and intuitive transitions across channels in each touch-point to match customer preferences, needs, and behavior. Omni-channel customers show a very different set of behaviours to traditional retail customers. When customers find a retailer that delivers the experience they want, these customers become very loyal and profitable as long as the overall experience is maintained (Cook, 2014).

There is a positive and significant influence in the Omni Channel relationship with Customer Relationship Management. The positive path coefficient shows a direct relationship, where the more Omni Channel Multi-touch points at the UMKM, the better relationship of a business with the customer. Omni Channel's existence will certainly provide a better process in serving consumers as a process of providing multi-touchpoints to consumers will greatly assist consumers in receiving services directly or indirectly from a business. This will also have a long-term positive impact because it will provide satisfaction with existing services and will increase customer loyalty, (Bhalla, 2013) states that the planned improvement to its mobile channels and customer

relationship management database will give the retailer a better overall strategy and increase both in-store footfall and sales.

The Customer Experience has a positive and significant effect in relation to the MSME Performance, it shows that Customer Experience still has an influence on the performance of the MSME business, although not significantly. In addition, Rawson et.al. (2013) stated that experience of customer journeys and which ones matter most, both to customers and to business performance. Some business will combine operational, marketing, and customer and competitive research data to understand journeys is a first-time undertaking, it allows management to clearly see the customer experience of various journeys and decide which ones to prioritize.

There is a positive and significant influence in the relationship between Customer Relationship Management and Performance. The positive path coefficient value indicates a direct relationship, where the better business relations with consumers this will help MSME businesses improve their performance. It can be known based on indicators from the variable Customer Relationship Management that makes a business focused on long-term relationships with consumers, such as technology, people, process, knowledge, insight, continuity marketing, One to One Marketing, and Partnering Programs. Focusing on the customer in order to maintain the customer loyalty has an effect on the MSME's Performance. This result is strengthened by Ernst et al (2011) which stated that there is a strong relationship between CRM processes and company performance was found. In addition, research from Yli-Renko and Janakiraman (2008) states that good relationships with customers further increase the probability that firms and customers repeatedly work together in developing new product ideas, which creates joint learning effects. Thus, loyal and committed customers are more willing to share their product knowledge (Jayachandran et al, 2004).

## CONCLUSIONS

Omni channel has a positive and significant effect on Customer Experience, and Customer Relationship Management, meaning that omni channel allows to improve customer experience well, and also allows in improving relations with customer well. Customer experience and customer relationship management have positive and significant effect on MSME's Performance, meaning that customer experience and customer relationship management can be a reason for improving performance in MSME. Omni channel development is needed for the MSME's in Indonesia to be able to sustain in the market because of the shifting behavior of consumers in Indonesia in their daily life activities. This will also force entrepreneur in Indonesia to be able to evolve using the Omni Channel method. In addition, training programs for MSME businesses need to be held to increase entrepreneur's knowledge of their target market and to formulate an appropriate strategy using the Omni Channel. The government and the private sector are expected to be able to help implement this program so that it can be implemented well. This is because some business people in the MSME sector who are just starting a business do not know very well their knowledge of business models, technology, and business strategies.

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