Effects of e-CRM: Experience-Based Marketing, Digital Communications on Garuda Indonesia Airlines, Brand Trust, and Repurchase Intention

WIDARTO RACHBINI*
DIANA ANGGRAENI
AHMAD BADARI BURHAN
HARIMURTI WULANDJANI
Universitas Pancasila, Indonesia

EMI RAHMAWATI
Universitas Trunojoyo, Indonesia

ABSTRACT

The research studied the effects of electronic customer relationship management (e-CRM), digital communications, and experience-based marketing on brand trust and repurchase intention in Garuda Indonesia Airlines, the National Flag Carrier of Indonesia. The primary data was collected through an online questionnaire distributed from March 2022 to July 2022. Purposive sampling was used to select passengers who had previously used the services of Garuda Indonesia Airlines. Out of the distributed online questionnaires, 270 respondents met the sampling criteria and responded to the questionnaire. Structural Equation Model (SEM), supported by LISREL software, was employed as the data analysis technique. The results show empirical findings on the significant effects of e-CRM, digital communications, and experience-based marketing on brand trust. The research also reveals that e-CRM and the airline's brand trust have positive and significant effects on repurchase intention. Based on the obtained data, this research provides several valuable managerial implications for Garuda Indonesia, one of the largest airline companies in Indonesia. In general, the research yields four significant implications, including the optimization of Instagram usage, the utilization of social media as an e-CRM tool, experience-based marketing through brand collaboration, and the implementation of thematic campaigns. The other findings indicate that brand trust plays a crucial role in reducing risk and uncertainty. The majority of passengers surveyed in this study expressed that Garuda Indonesia Airlines demonstrates a strong commitment to fulfilling passengers' needs during flights, reflecting a high level of trust in the brand. This positive perception carries significant implications, as it encourages passengers to choose Garuda Indonesia Airlines for future travel. Moreover, it motivates passengers to willingly recommend the airline to their friends and family. Additionally, the research findings reveal that passengers actively seek up-to-date information on flight tickets, programs, events, and schedules. Future research should consider studying low-cost carrier airlines (LCC) using a similar framework, focusing on respondents from Generation Z, to obtain diverse research results and contribute to the scientific research and literature on marketing and communication.

Keywords: *Airline's brand trust, digital communications, e-CRM, experience-based marketing, repurchase intention.*

INTRODUCTION

The COVID-19 pandemic has had a significant impact on the hospitality industry, particularly the airline sector, worldwide, including Indonesia. The number of airline passengers has seen a significant decline year after year. In 2019, the total number of domestic passengers amounted to 76.7 million, whereas in 2020, this figure dropped to 32.4 million. In other

words, there was a 57.76% decrease in total domestic airline passengers in 2020 compared to the previous year. Furthermore, the total number of international airline passengers in 2020 was 3.51 million, representing a decline of 74.54% compared to the cumulative amount of 13.8 million passengers in 2019. In 2021, the total domestic airline passengers reached 30.1 million, which remained lower than the figures recorded in both 2019 and 2020.

One of the domestic airlines greatly affected by the COVID-19 pandemic, which has had a drastic impact on the number of tourist arrivals, is Garuda Indonesia Airlines, the National Flag Carrier and the largest airline company in Indonesia. The company publishes historical operational data for several years on its official website. In 2020, Garuda Indonesia Group operated 210 flights and carried 10,808,279 passengers, marking the lowest number in eight years. As for domestic flights, Garuda Indonesia only transported 4,540,850 passengers throughout 2020. This represents a significant decrease compared to the 15,403,526 domestic passengers carried in 2019. In terms of international flight routes, the number further dropped to 772,750 passengers in 2020, whereas it had transported over 4 million passengers in 2019 (Garuda Indonesia, n.d.).

The COVID-19 pandemic, which saw a significant decrease in 2022 and a loosening of social restrictions, presents an opportune moment for airline companies to strive for their pre-pandemic level of performance. Improving the quality of various services is imperative as it not only enhances the passenger experience but also builds trust and attracts consumers to choose Garuda Indonesia for their flight services.

Furthermore, airline companies must focus on enhancing their services to provide passengers with attractive and differentiated experiences. In this research, these efforts are referred to as "experience-based marketing." Today, customer experience holds a high position on the priority lists of companies. It goes beyond simply providing customers with tangible products or basic services. Instead, it encompasses the entire interaction between customers and the service provider, as well as how customers perceive these interactions during a service (Stein & Ramaseshan, 2019).

One of the most crucial aspects of services commonly utilized by airlines is digital-based customer relationship management, also known as electronic customer relationship management (e-CRM). The rapid evolution of information technology (IT) has enabled service businesses to significantly expand and enhance their service processes and operations (Al-Dmour et al., 2019). Today, the Internet and web services are at the core of many businesses. The Internet, functioning as an information center, facilitates the transfer and distribution of information (Alalwan et al., 2018; Navimipour, 2015). Navimipour and Soltani (2016) state that e-CRM encompasses a set of concepts, tools, and processes that assist companies in deriving maximum value from their business and enhancing the effectiveness of their personal interactions with customers, particularly through personalization. Most businesses are familiar with customer loyalty, e-CRM strategies, and their crucial role in business strategies aimed at achieving profits and sustainability (Al-Okaily et al., 2022). Customers who exhibit behaviors such as retention, repurchasing, and recommending a company often demonstrate a strong sense of brand loyalty (Rachbini et al., 2020). Consequently, e-CRM is believed to have an implicit influence on customer loyalty, instilling in customers a high level of confidence to repeatedly purchase a product or service.

Based on the description above, the purpose of this research is to investigate the effects of three main predictors, namely e-CRM, marketing experiences, and digital communications, on airline brand trust and repurchase intention. This study is necessary

because there is a limited number of studies that specifically explore the relationship between these predictors and customer trust and intention to make repeat purchases when it comes to buying airline tickets in Indonesia. The researchers are motivated to examine the nature of the relationship between the constructs in this research.

Previous studies have examined the three predictors separately and have yielded different outcomes compared to this research. These outcomes include financial performance (Al-Dmour et al., 2019); business performance, customer relationship performance (Tarsakoo & Charoensukmongkol, 2019); word of mouth (Ihtiyar et al., 2019); loyalty intention (Stein & Ramaseshan, 2019); and purchase intention (Sülük & Aydin, 2019). Therefore, this research aims to provide unique insights by focusing on Garuda Indonesia Airlines, which is the National Flag Carrier of Indonesia and one of the largest full-service airlines in the Southeast Asia region.

LITERATURE REVIEW OR RESEARCH BACKGROUND

e-CRM

To comprehend electronic customer relationships (e-CRM), it is necessary to understand the concept of customer relationship management (CRM). CRM, introduced and developed in the 1990s, aimed to integrate market and customers (Al-Dmour et al., 2019). Several studies state that CRM is used as a system and strategy to increase customer value, foster trust and generate revenue (Miremadi et al., 2012), build loyalty, and boost profitability. Furthermore, companies exert significant efforts to establish and maintain relationships with customers over time. They employ customer relationship management approaches to retain customers and prevent them from switching to competitors. The focus has shifted from mere satisfaction to customer retention (Kotler et al., 2021).

The utilization of internet-based transactions in developing countries has emerged as a significant phenomenon in recent years, and service experiences in this context appear to differ from non-electronic service experiences (Mang'unyi et al., 2018). Traditional CRM needs to reinvent itself to adapt and realign with advancing collaborative technology and the increasing expectations of customers (Dubey et al., 2020). In the current era, it is crucial to invest efforts in attracting potential customers and retaining existing ones, improving communication channels, addressing various issues, and recognizing e-CRM as a transformative phenomenon in the business industry (Dehghanpouri et al., 2020). The concept of e-CRM aims to serve customers better, leading to increased customer satisfaction, loyalty, retention, and improved organizational performance (such as sales, revenue, and profits) (Akhlagh et al., 2014). Customer Relationship Management (CRM) has established itself as one of the fastest growing business management technology solutions in recent years, which makes it a key tool for companies that seek sustainable commercial success over time (Guerola-Navarro et al., 2021). Therefore, based on the aforementioned description and drawing on several previous studies, the following hypotheses are proposed in this research:

H1: e-CRM has a positive effect on airline's brand trust
H2: e-CRM has a positive affect on repurchase intention

Experience-Based Marketing

Customer experience has become a crucial factor in winning in an increasingly competitive market. Interactive and immersive experiences, which were previously overlooked, have now gained more importance than core products and services. The development of economic value is shifting towards the focus on experiences and experiential companies. Customers not only evaluate a company based on the quality of its products and services but also on the interactions that occur across various channels. Therefore, innovation should encompass the overall experience rather than just the product. Companies need to coordinate all these touchpoints to deliver a seamless and meaningful customer experience that leaves a lasting impression (Kotler et al., 2021).

In the past decade, intense competition in the service industry has led organizations to derive economic value not only from their services or products but also from the experience they provide (Ihtiyar et al., 2019). Experiential marketing is a form of marketing that uses branded experiences as a tool to influence consumers and has become one of the dominant tools within the marketing world (Davey et al., 2024). Various mechanisms such as advertising, discounts, and new car designs can be used to stimulate convergent and divergent thinking to attract target groups (Ihtiyar et al., 2019).

Subawa (2020) demonstrated in their study that experiential marketing has a positive and significant effect on consumers' repurchase intentions. This finding indicates that increased experiential marketing leads to repeat purchases, and vice versa. Previous studies, such as Rahayu et al. (2016) and Andrianto (2017) consistently support these findings. On the other hand, a study by Khoirunnisa and Astini (2021) examined the effects of experiential marketing on brand trust and repurchase intentions. The findings clearly demonstrate that experiential marketing plays a key role in influencing consumer trust and repurchase intentions. The research also highlights the central role of brand trust. Based on the series of explanations above and referencing several previous studies, the following hypotheses are proposed in this research.

H3: Experience-based marketing has a positive effect on airline's brand trust
H4: Experience-based marketing has a positive effect on repurchase intention

Digital Communications

Digital communications in this research focuses on communication and customer interaction, where customers are active on social media platforms. Brands across various industries utilize digital-content marketing games to engage customers through social media (Kotler et al., 2021). Social media serves as a platform for integrating media and facilitating social communication through a range of online tools, enabling inter-customer interaction and communication. Smart businesses employ social media marketing as a strategy to become part of online customer networks. Social media encompasses the interaction among customers, involving the creation, sharing, and exchange of information and ideas within virtual communities and networks (Abu-Rumman & Alhadid, 2014).

The research conducted by Abu-Rumman and Alhadid (2014) on digital communications through social media is built upon five elements: interaction, online community, credibility, accessibility, and content sharing. These shows that online communities play a role in disseminating information to their environment. Companies can utilize social media to establish communities around their products or businesses. Content

sharing, as the final element, describes the extent to which individuals exchange, distribute, and receive content within a social media environment.

As social beings, humans have embraced technology as an integral part of their lives. They enjoy listening to others' personal experiences, expressing their own experiences, observing the life stories of others, and connecting them with their own narratives. Friends on social networks serve as benchmarks, influencing individuals to imitate behaviors and lifestyles, particularly of those perceived to have more interesting lives, driven by the fear of missing out (FOMO). Customers expect access to social customer care and demand instant responses. While humans are inherently social, social media has taken social tendencies to the next level (Kotler et al., 2021). Based on the description above and referencing several previous studies, the following hypotheses are proposed in this study:

H5: Digital communications has a positive effect on airline's brand trust
H6: Digital communications has a positive effect on repurchase intention

Airline's Brand Trust and Repurchase Intention
Trust plays a crucial role in establishing customer relationships (Mahmoud et al., 2018). It is widely recognized that trust is a key factor in initiating and developing online exchanges and relationships (Kundu & Datta, 2015). Trust forms the foundation for effective communication between individuals, and the absence of trust can lead to transaction failures in the context of e-business. Trust has been identified as a significant factor influencing customer commitment and loyalty. It is evident that when one party trusts another, positive behavioral intentions are likely to be developed toward that party (Dehghanpouri et al., 2020).

Consumers consider a brand as an important factor when making purchasing decisions and view it as a means to enhance their relationship with a brand, establishing potential relationships with consumers in the future (Dharmayana & Rahanatha, 2017; Khoirunnisa & Astini, 2021). The importance of brand trust cannot be understated, as it directly impacts repurchase intentions (Dharmayana & Rahanatha, 2017). Furthermore, intention is defined as an individual's willingness, readiness, or motivation to engage in a specific behavior (Tenkasi & Zhang, 2018).

According to Subawa (2020), consumers rely on brand trust to guide their purchasing decisions. Trust in a brand can reduce uncertainty by assuming that the chosen brand is the best option and aligns with expectations. Additionally, customer trust in a brand is characterized by the desire to identify and rely on a particular brand, irrespective of inherent risks (Khoirunnisa & Astini, 2021). Based on the descriptions above and referencing previous studies, the following hypothesis is proposed in this research:

H7: Airline's brand trust has a positive effect on repurchase intention

METHODOLOGY

Research Design
The researchers employed a quantitative explanatory research design to empirically test the proposed research hypotheses. Leedy and Ormrod (2005) explained that explanatory research aims to understand the effects of two or more constructs and identify the patterns, directions, and strengths of the effects on each research variable. Therefore, this research

aims to explain and empirically demonstrate the effects of digital communications, e-CRM, and experience-based marketing on an airline's brand trust and repurchase intention.

In terms of the research sample, the researchers utilized a non-probability sampling method, which is considered to provide important and reliable insights from the target population (Sekaran & Bougie, 2016). The sampling design employed a purposive sampling approach, where specific criterias were used to determine the characteristics of the sample. Based on this research design, the respondents had to meet the predetermined criteria of being consumers who have used the services of Garuda Indonesia Airlines.

The timeline of this study is significant for several reasons. Firstly, the selected timeline, from March 2022 to July 2022, was chosen to ensure the collection of up-to-date and relevant data. Secondly, this specific timeframe enabled a focused investigation into the airline industry during a particular period, which helps in drawing accurate conclusions and formulating valid managerial implications. Lastly, the chosen timeline facilitated efficient data collection and analysis processes. The online questionnaire was distributed over a five-month period, allowing for a sufficient sample size of 270 respondents who met the specific sampling criteria. This timeline enabled the researchers to gather robust primary data for conducting a comprehensive analysis of the research variables using the Structural Equation Model (SEM) technique with the support of LISREL software. SEM typically requires a larger sample size compared to other multivariate approaches. Generally, a minimum sample size of 150 respondents is recommended for models with seven constructs or fewer (Hair et al., 2019). Hence, the total number of respondents in this research surpassed this requirement, ensuring that the data were systematically processed and interpreted by the researchers.

Research Questionnaire
The indicators used in this research are derived from previous studies and literature concerning digital communications, e-CRM, experience-based marketing, airline's brand trust, and repurchase intention. These indicators have been adopted from prior research and adjusted by the researchers to measure variables in a different context. The five variables of experience-based marketing are measured using several indicators adopted from a previous study conducted by Tavsan and Erdem (2021), one of the early proponents of the experience-based marketing concept. Additionally, digital communications through social media are assessed using seven main indicators adopted from a study conducted by Abu-Rumman and Alhadid (2014). The variable of brand trust is measured with four indicators adopted from the research of Syahputra et al. (2022). Lastly, concerning the variable of repurchase intention, the researchers have adopted six indicators and made appropriate adjustments. These indicators have been adopted from the research of Leksono and Prasetyaningtyas (2021). All the indicators adopted in this research have been adjusted to ensure their relevance in measuring the variables within the context of this study, specifically focusing on the airline industry in Indonesia.

RESULTS AND DISCUSSION
Profile of the Respondent
The processed data results reveal that the majority of respondents in this research are female (51.1%) aged between 20 to 45 years old (79.3%). In other words, most respondents belong to Generation Y, which refers to individuals born from 1981 to 1996 and is a highly discussed group in recent decades. Generation Y is particularly known for its strong association with the

use of social media (Kotler et al., 2021). Moreover, the majority of respondents have attained a Bachelor's degree or equivalent (54.1%) and work as civil servants or in state-owned enterprises (36.7%). Additionally, a significant portion of respondents have flown with Garuda Indonesia Airlines multiple times in the past three years (58.5%). Regarding the loyalty program 'GarudaMiles', the majority of respondents are not members of the program (37%). When it comes to accessing information, most respondents tend to use Instagram (32.2%), followed by Twitter (10.4%), Facebook, and YouTube (5.6%). Lastly, the majority of respondents prefer to follow Garuda Indonesia's Instagram account (28.5%).

Based on these findings, it can be concluded that the majority of respondents are passengers who have utilized the services of Garuda Indonesia and belong to Generation Y. They have attained higher education qualifications and predominantly engage with Garuda Indonesia through the Instagram platform.

Validity and Reliability
Table 1 summarizes the validity and reliability results for various variables in a questionnaire related to Garuda Indonesia Airlines. The variables, including e-CRM, Experience-Based Marketing, Digital Communications, Airline's Brand Trust, and Repurchase Intention, are assessed through specific indicators. The loading factors, indicating the strength of the relationship between the items and the respective variables, range from 0.58 to 0.89. Composite reliability values, reflecting the internal consistency of the variables, range from 0.81 to 0.94. The average variance extracted values, measuring the amount of variance captured by the constructs, range from 0.51 to 0.68. These results contribute to the understanding of the reliability and validity of the questionnaire items, shedding light on the relationships between the studied variables.

Table 1: Results of validity and reliability test

Variables	Questionnaire	Indicators	Loading Factor	CR	AVE
e-CRM	The airline provides personalized communication through various digital channels (e.g., email, social media) to enhance customer experience.	CRM1	0,75	0,84	0,52
	The airline promptly responds to customer inquiries or complaints through digital communication channels.	CRM2	0,7		
	The airline utilizes customer data to tailor their services and offerings according to individual preferences.	CRM3	0,65		
	The airline offers online platforms or apps that facilitate convenient and efficient booking, check-in, and other related services.	CRM4	0,67		
	The airline actively engages with customers through digital platforms to gather feedback and suggestions for service improvement.	CRM5	0,79		
Experience-Based Marketing	The marketing efforts of Garuda Indonesia Airlines focus on creating unique and memorable experiences for customers.	EBM1	0,65	0,81	0,51

	Garuda Indonesia Airlines effectively utilizes experiential marketing techniques to engage and captivate customers.	EBM2	0,71		
	The experiences provided by Garuda Indonesia Airlines have positively influenced my perception of the brand.	EBM3	0,58		
	Garuda Indonesia Airlines' experiential marketing campaigns have influenced my decision to choose their services over competitors.	EBM4	0,75		
	The experiential marketing initiatives of Garuda Indonesia Airlines have enhanced my overall satisfaction as a customer.	EBM5	0,71		
Digital Communications	The airline effectively utilizes digital channels (e.g., website, mobile app, social media) to communicate with customers.	DGC1	0,83	0,94	0,68
	The airline provides timely and relevant information through digital communication channels.	DGC2	0,84		
	The airline's digital communications enhance my overall experience with the brand.	DGC3	0,89		
	The airline's digital communications positively influence my perception of the brand.	DGC4	0,88		
	The airline's digital communications make it easier for me to interact and engage with the brand.	DGC5	0,82		
	The airline's digital communications are clear and easy to understand.	DGC6	0,81		
	The airline effectively uses digital platforms to inform customers about promotions and special offers.	DGC7	0,71		
Airline's Brand Trust	I trust the brand of Garuda Indonesia Airlines.	ABT1	0,76	0,86	0,59
	Garuda Indonesia Airlines consistently delivers high-quality services.	ABT2	0,71		
	Garuda Indonesia Airlines fulfills its promises to customers.	ABT3	0,85		
	I believe that Garuda Indonesia Airlines prioritizes customer satisfaction.	ABT4	0,77		
Repurchase Intention	I intend to repurchase the services of Garuda Indonesia Airlines in the future.	RIN1	0,69	0,91	0,62
	I am likely to recommend Garuda Indonesia Airlines to others.	RIN2	0,76		
	I believe that Garuda Indonesia Airlines provides high-quality services.	RIN3	0,68		
	I trust Garuda Indonesia Airlines to deliver a satisfying travel experience.	RIN4	0,83		
	I am willing to pay a premium for Garuda Indonesia Airlines' services compared to other airlines.	RIN5	0,89		
	I plan to prioritize Garuda Indonesia Airlines for my future travel needs.	RIN6	0,86		

Evaluation of the Research Models
Based on the evaluation results, it can be concluded that the complete model proposed in this research is suitable for use. The research hypotheses were tested based on the evaluation results obtained through confirmatory factor analysis (CFA), as well as the goodness of fit index. The results of the CFA indicate that all research indicators used in this study demonstrate acceptable construct validity and reliability. The factor loading values for all indicators are ≥ 0.60, indicating that they are valid and reliable measures of their respective constructs. Additionally, each construct has an average variance extract (AVE) value of ≥ 0.50 and a composite reliability (CR) value of ≥ 0.70, further supporting their validity and reliability. In the goodness of fit model test, the research data processing yielded the following results: Comparative Fit Index (CFI) of 0.97, Normed Fit Index (NFI) of 0.94, Root Mean Square Error of Approximation (RMSEA) of 0.060, and Goodness of Fit Index (GFI) of 0.85. These results indicate that the proposed model in this research demonstrates good fit with the data. Therefore, it can be concluded that the research model is suitable for use and can be further progressed to the next phase of testing. Additionally, all indicators utilized in this research have been empirically validated as valid and reliable measures of their respective variables.

Research Hypothesis Test Results
The research hypothesis test was conducted using the structural equation model (SEM) method, which is an approach or data analysis technique employed to examine the significance of effects between the interrelated research variables. The results of the SEM analysis indicate the following findings. Firstly, the variable of e-CRM demonstrates a positive and significant effect on an airline's brand trust and repurchase intention (t-value > 1.96). Secondly, the variable of experience-based marketing shows a positive and significant effect on an airline's brand trust (t-value > 1.96). Thirdly, it is confirmed that the variable of digital communications has a positive and significant effect on an airline's brand trust (t-value > 1.96). Fourthly, the variable of an airline's brand trust has a significant effect on repurchase intention (t-value > 1.96). Lastly, experience-based marketing and digital communications do not exhibit a significant effect on repurchase intention (t-value < 1.96). To summarize, the research hypothesis test results and regression coefficients for each hypothesis are as follows:

Table 2: Summary of research hypothesis test results

	Hypothesis	Regression Coefficient	*t-value*	Decision
H1:	e-CRM has a positive effect on airline's brand trust	0.27	4.10	Accepted
H2:	e-CRM has a positive effect on repurchase intention	0.20	2.93	Accepted
H3:	Experience-based marketing has a positive effect on airline's brand trust	0.24	3.08	Accepted
H4:	Experience-based marketing has a positive effect on repurchase intention	0.14	1.80	Rejected
H5:	Digital communications has a positive effect on airline's brand trust	0.28	3.89	Accepted
H6:	Digital communications has a positive effect on repurchase intention	0.12	1.71	Rejected
H7:	Airline's brand trust has a positive effect on repurchase intention	0.29	3.60	Accepted

Source: Processed data results in year 2022

Based on the hypothesis test results presented above, it can be concluded that e-CRM, experience-based marketing, and digital communications have a positive and significant effect on an airline's brand trust. However, it is only e-CRM that has been empirically proven to have a direct effect on repurchase intention. Additionally, the construct of an airline's brand trust is shown to have a significant effect on repurchase intention. The comprehensive description of the two outputs of SEM, namely the t-value statistics and regression weights, from the data processing results conducted by the researchers, is as follows:
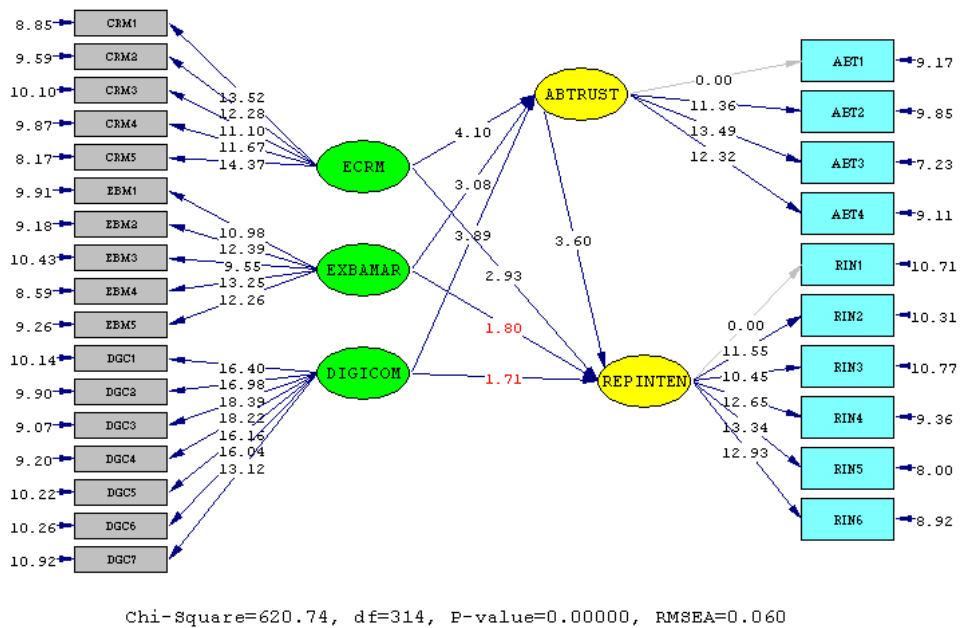

Chi-Square=620.74, df=314, P-value=0.00000, RMSEA=0.060

Figure 1: Full structural model (T-value statistics)

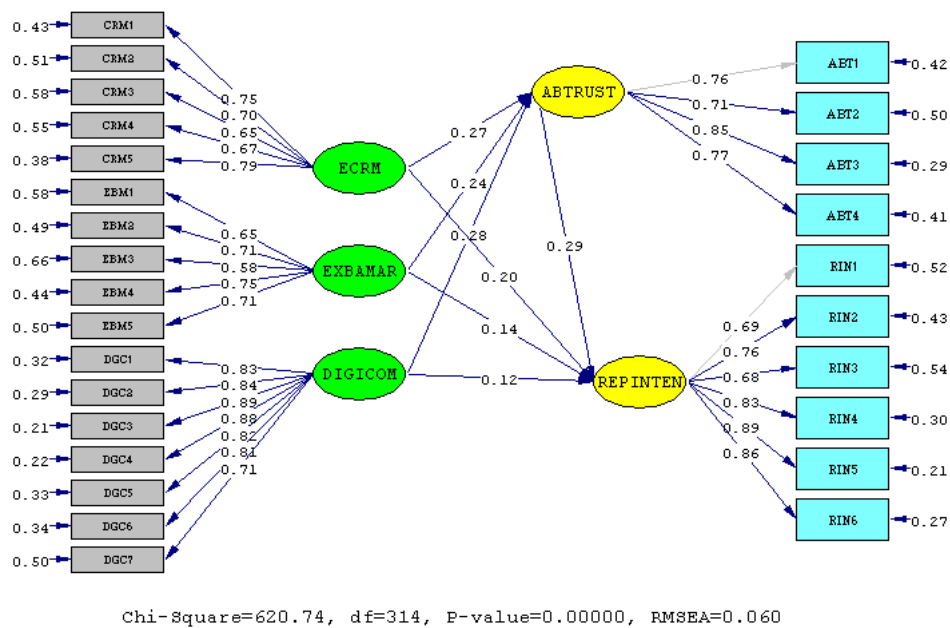Chi-Square=620.74, df=314, P-value=0.00000, RMSEA=0.060

Figure 2: Full structural model (Regression weight)

The research findings indicate that the majority of respondents in this study are airline passengers aged 20-45 years (79.3%), categorizing them as belonging to generation Y. According to Kotler et al. (2021), generation Y refers to individuals born between 1981 and 1996 and is the first generation strongly associated with the use of social media. The research findings indicate that a substantial portion of the participants fall within a demographic associated with Generation Y. Defined by Kotler et al. (2021), Generation Y includes individuals born between 1981 and 1996, representing the first generation closely linked with the widespread adoption of social media.In the context of social media, generation Y is known to be highly expressive and often engages in social comparison with their peers. They seek validation and approval from their peers, making them susceptible to peer influence in their purchasing decisions. Generation Y conducts a significant amount of online research and purchases, primarily through their mobile phones. In line with the above description, the research findings demonstrate the vital role of digital communications through social media in influencing an airline's brand trust.

Consumers, particularly those in generation Y, have a strong connection with social media platforms, especially Garuda Indonesia's social media accounts, where they share opinions and information. They actively engage in sharing content related to Garuda Indonesia through social media. These activities have proven to have a positive impact on increasing trust in the Garuda Indonesia Airlines brand. Consumers recognize Garuda Indonesia Airlines as a sincere, honest, and reliable airline that consistently meets the needs and expectations of passengers, leaving no room for disappointment. Social media provides businesses with a powerful platform to network, target specific audiences, directly connected to consumers, and build trust by actively listening to consumer feedback. It allows businesses to spread awareness about their products and services, promote their brands, retain existing customers, and find new prospects (Hasson et al., 2020).

Further research findings highlight the significant impact of experience-based marketing on an airline's brand trust. Generation Y, in particular, prioritizes experiences over ownership and is not as inclined to accumulate material possessions. Instead, they focus on accumulating meaningful experiences (Kotler et al., 2021). Scientific research conducted by Khoirunnisa and Astini (2021) has confirmed the effect of experience-based marketing on brand trust, demonstrating its influential role. In today's increasingly competitive market, customer experience has become a new way to gain a competitive edge. Interactive and immersive experiences, which were previously undervalued, have now become more important than the core products and services themselves. Companies must progress beyond traditional economic value and embrace the concept of "experience" (Kotler et al., 2021). Garuda Indonesia Airlines is recognized for its ability to provide services that leave a positive and lasting impression. The airline can evoke emotions, create a sense of tranquility, and deliver unforgettable experiences to passengers. Additionally, the proactive communication and relationship-building efforts of the Garuda Indonesia cabin crew contribute to these positive experiences. The respondents in this study have formed lasting memories of these experiences, which directly enhance their confidence in the Garuda Indonesia Airlines brand.

Moreover, e-CRM has been empirically proven to have a significant impact on an airline's brand trust and repurchase intention. These findings are consistent with previous studies that have demonstrated the significant influence of CRM on trust, loyalty, profitability, and revenue (Miremadi et al., 2012). The importance of eCRM activity reflecting the purchasing trend of the online market is in line with the trend of 4th Industrial Revolution and

IT era (Hwang, 2022). These efforts focus on building long-term relationships with customers, shifting the goal from mere satisfaction to customer retention (Kotler et al., 2021). In this research, the strong sense of loyalty observed among the respondents reflects their behavior of remaining loyal, repurchasing, and providing recommendations for the brand (Rachbini et al., 2020). Therefore, it can be concluded that e-CRM has been empirically proven to have a positive and significant influence on passenger loyalty, leading to a high level of trust in the Garuda Indonesia Airlines brand and an increased likelihood of reusing their services in the future. Furthermore, the research findings indicate a significant effect of an airline's brand trust on repurchase intention. Brand trust plays a crucial role and must be consistently maintained and nurtured as it directly influences repurchase interest (Dharmayana & Rahanatha, 2017). Brand trust serves to mitigate risks and uncertainties. The majority of passengers in this study exhibit a high level of trust in the Garuda Indonesia Airlines brand, perceiving the airline as committed and sincere in meeting the needs and interests of each passenger during the flight. This positive perception has important implications, as it not only encourages passengers to reuse Garuda Indonesia services in the future but also leads them to voluntarily recommend the airline to friends and family. Additionally, these passengers actively seek the latest information on flight tickets, programs, events, and flight schedules related to Garuda Indonesia Airlines.

Garuda Indonesia Airlines is a prominent full-service airline in Southeast Asia. To understand its features, services, and overall performance, let us compare it with other airlines in the region. One of the notable airlines in Southeast Asia is Singapore Airlines. Singapore Airlines is renowned worldwide for its exceptional service and has consistently been ranked among the best airlines globally. It offers an extensive network of destinations and operates a modern fleet of aircraft. Singapore Airlines provides a luxurious travel experience with spacious seating, excellent in-flight entertainment, and gourmet dining options. The airline's commitment to customer service and attention to detail sets it apart. Thai Airways, as the flag carrier of Thailand, is known for its traditional Thai hospitality. The airline covers a wide range of domestic and international destinations, providing passengers with a comfortable and well-appointed cabin. Thai Airways emphasizes its in-flight service, offering a selection of Thai and international cuisine, as well as various entertainment options. Another prominent airline in the region is Malaysia Airlines, serving as the national carrier of Malaysia. It offers an extensive network across Asia and beyond, with a focus on providing warm hospitality and a comfortable flying experience. Malaysia Airlines provides in-flight entertainment, Wi-Fi connectivity, and a selection of meals inspired by Malaysian cuisine. Philippine Airlines, the flag carrier of the Philippines, operates both domestic and international flights. It provides a comprehensive full-service experience, including complimentary meals and in-flight entertainment. Philippine Airlines also focuses on meeting the needs of Filipino travelers and offers services such as bilingual flight attendants.

When comparing Garuda Indonesia Airlines with these airlines, several factors should be considered, including the coverage of flight destinations, cabin comfort, in-flight entertainment options, dining experiences, and overall customer service. Each airline has its own unique strengths and may cater to different traveler preferences. To make an informed decision based on individual travel needs and priorities, it is recommended to review specific routes, fare options, and customer reviews. Garuda Indonesia Airlines, a renowned carrier in Southeast Asia, has earned a solid reputation for its services and offerings. However, like any organization, it faces certain weaknesses that require prompt attention and resolution.

Recognizing and addressing these weaknesses is crucial for the airline's continued success and customer satisfaction. One area that demands improvement is punctuality and flight delays. Garuda Indonesia Airlines must prioritize minimizing delays and ensuring that flights operate on schedule. By enhancing operational efficiency, refining maintenance processes, and optimizing scheduling, the airline can mitigate the inconvenience caused by delays and uphold its commitment to punctuality. Another weakness that warrants immediate attention is customer service. Strengthening the quality of customer service can significantly enhance the overall passenger experience. Garuda Indonesia Airlines should invest in comprehensive training programs for its staff, empowering them to provide exceptional service. Promptly addressing customer inquiries, complaints, and requests will not only bolster passenger satisfaction but also foster a positive brand image. Efficient and reliable baggage handling is another critical aspect that necessitates improvement. Garuda Indonesia Airlines should strive to minimize instances of mishandled baggage and enhance its baggage tracking systems. By establishing effective communication channels with passengers regarding any baggage-related issues, the airline can minimize inconveniences and ensure a seamless travel experience.

In today's digital age, embracing technological advancements is vital. Garuda Indonesia Airlines should focus on digital innovation, including its online booking system, mobile applications, and website. By providing a user-friendly and personalized digital experience, the airline can streamline processes such as booking modifications and check-ins, thereby meeting the evolving expectations of tech-savvy passengers. Moreover, effective cost management is crucial for the airline's long-term sustainability and competitiveness. Garuda Indonesia Airlines must continuously review its operational expenses and explore cost-saving measures without compromising safety and service quality. Optimizing fleet utilization and implementing efficient resource allocation strategies can contribute to improved cost management. Recognizing these weaknesses is an essential step towards growth and improvement for Garuda Indonesia Airlines. By addressing these areas promptly and proactively, the airline can enhance its operational efficiency, provide exceptional customer service, improve baggage handling, embrace digital innovation, and effectively manage costs. Through these efforts, Garuda Indonesia Airlines will strengthen its position as a leading full-service airline in Southeast Asia, providing an outstanding travel experience for its passengers.

CONCLUSION

Some of the research findings in this study indicate that e-CRM, experience-based marketing, and digital communications have a positive and significant effect on an airline's brand trust. Additionally, it has been empirically proven that e-CRM has a direct effect on repurchase intention. Furthermore, an airline's brand trust has a significant impact on repurchase intention. These research findings serve as the basis for formulating relevant and valuable managerial implications for the airline industry in Indonesia, particularly Garuda Indonesia Airlines. Considering the findings related to the respondents' profile, it is evident that the majority of respondents actively access information through Instagram (32.2%), Twitter (10.4%), Facebook, and YouTube (5.6%). It is important to note that the majority of respondents prefer to follow Garuda Indonesia's Instagram account. Therefore, the company should carefully observe this trend and allocate a larger marketing budget for Instagram activities. This can include paid Instagram ads, influencer endorsements, and organic content.

In terms of organic content, Garuda Indonesia Airlines should have a team dedicated to managing posting schedules, relevant content themes/concepts, and actively interacting with followers through comments, messaging features, and interactive challenges such as quizzes and trivia.

The second implication is the combination of e-CRM and social media platforms for customer service. It is recommended to provide customer service through various social media platforms such as Twitter, Facebook, Instagram, and YouTube. This effort aims to provide passengers with opportunities to interact, express their opinions, complaints, and ask real-time questions to Garuda Indonesia Airlines. Additionally, digital-based services can facilitate ticket refunds and flight rescheduling, enhancing the quality of Garuda Indonesia's e-CRM and building long-term relationships with passengers. The final implication of this research is to enhance positive passenger experiences through experience-based marketing. Collaboration with top brands can be pursued to offer unique experiences to passengers during their flights. For instance, distributing product samples or service vouchers (such as hotel vouchers or spa treatment discounts) upon arrival at the destination cities can provide added value to passengers and create memorable experiences. Furthermore, the cabin crew of Garuda Indonesia Airlines can utilize special occasions, such as the commemoration of the Republic of Indonesia's Independence Day, to implement thematic marketing campaigns. Activities such as using different uniforms with the colors of the Indonesian flag and organizing in-flight games can contribute to creating a distinct impression and long-lasting memories for passengers. This research has many limitations as it focuses on only one airline, Garuda Indonesia Airlines, which meets the full-service airline portfolio. For future studies, researchers may investigate different companies, including low-cost carriers (LCCs) such as AirAsia, Scoot, Lion Air, Citilink Indonesia, Jet Star, and more.

Additionally, this research has limited results as it was conducted only once, making it a cross-sectional study. Future studies could adopt a longitudinal approach, conducting multiple measurements to account for seasonal variations and provide more comprehensive descriptions and results. Furthermore, it is worth noting that the majority of respondents in this study belong to the millennial generation, specifically those aged between 20 to 45 (79.3%). Future research should consider conducting further analysis and investigations among different age groups, such as Generation Z, comprising individuals born between 1997 and 2009. Generation Z is highly connected to the internet through digital devices for research, news updates, shopping, and social networking. Exploring this demographic group would yield valuable insights for the development of future marketing and communication research and literature.

BIODATA

Widarto Rachbini, an Associate Professor at Universitas Pancasila's Graduate School, earned his PhD in Economics from Bogor Agricultural University. Previously a Marketing Manager in a national private company, he now leads INDEF's Center for Statistics. Widarto has authored eleven books and contributed to 95 journal articles. Email: widarto@univpancasila.c.id

Diana Anggraeni is presently employed as a lecturer in the Faculty of Communication Sciences at Universitas Pancasila in Jakarta. She earned her doctoral degree from IPB University, specializing in development communication. Her research interests extend to areas such as marketing communications, media and communication sciences. Email: dianaanggraeni@univpancasila.ac.id

Ahmad Badari Burhan currently is a lecturer at the Faculty of Communication Sciences at Universitas Pancasila, Jakarta, and earned a Doctoral degree at IPB University in development communication. Other research areas include marketing communications, digital ICTs, media and communication sciences. Email: ahmadbadariburhan@univpancasila.ac.id

Harimurti Wulandjani is a lecturer at the Faculty of Economics and Business, Universitas Pancasila, and currently serves as the Chairman of the Bahrul Ulum Islamic Education Foundation, Al Azhar Cibubur. She actively contributes to the academic community with her expertise and dedication. Email: harimurtiwulandjani@univpancasila.ac.id

Emi Rahmawati, specializing in Financial Accounting and Taxation, has been a lecturer at Trunojoyo Madura University since 2005. Received grants: 2022 UTM Grant on "Strengthening Institutional Models for Funding Salt Farmers" and 2021 UTM Grant on "Financial Management of Village Tourism Communities in Madura". Email: emi.rahmawati@trunojoyo.ac.id

REFERENCES

Abu-Rumman, A. H., & Alhadid, A. Y. (2014). The Impact of Social Media Marketing on Brand Equity: An Empirical Study on Mobile Service Providers in Jordan. *Review of Integrative Business & Economic Research*, *3*(1), 334–345.

Akhlagh, E. ., Daghbandan, A., & Yousefnejad, S. (2014). The impact of electronic customer relationship management on improving marketing performance of private banks. *Interdisciplinary Journal of Contemporary Research in Business*, *6*(6), 134–141.

Al-Dmour, H. H., Algharabat, R. S., Khawaja, R., & Al-Dmour, R. H. (2019). Investigating the impact of ECRM success factors on business performance: Jordanian commercial banks. *Asia Pacific Journal of Marketing and Logistics*, *31*(1), 105–127. https://doi.org/10.1108/APJML-10-2017-0270

Alalwan, A. A., Dwivedi, Y. K., Rana, N. P., & Algharabat, R. (2018). Examining factors influencing Jordanian customers' intentions and adoption of internet banking: Extending UTAUT2 with risk. *Journal of Retailing and Consumer Services*, *40*, 125–138. https://doi.org/10.1016/j.jretconser.2017.08.026

Al-Okaily, A., Al-Okaily, M., Teoh, A. P., & Al-Debei, M. (2022). An empirical study on data warehouse systems effectiveness: The case of Jordanian Banks in the business intelligence era. *EuroMed Journal of Business, 18*(4), 489-510. https://doi.org/mhx8

Andrianto, G. (2017). *Pengaruh experiential marketing terhadap repurchase intention melalui customer satisfaction sebagai intervening variabel (Studi pada the Bagong Adventure Museum Tubuh)*. Universitas Brawijaya.

Davey, A., Sung, B., & Butcher, L. (2024). Revisiting experiential marketing: A Delphi study. *Journal of Brand Management, 31*(1), 16–37. https://doi.org/mhx9

Dehghanpouri, H., Soltani, Z., & Rostamzadeh, R. (2020). The impact of trust, privacy and quality of service on the success of e-CRM: The mediating role of customer satisfaction. *Journal of Business & Industrial Marketing*, *35*(11), 1831–1847. https://doi.org/10.1108/JBIM-07-2019-0325

Dharmayana, I. M. A., & Rahanatha, G. B. (2017). *Pengaruh brand equity, brand trust, brand preference, dan kepuasan konsumen terhadap niat membeli Kembali*. Udayana University.

Dubey, N. K., Sharma, P., & Sangle, P. (2020). Implementation and adoption of CRM and co-creation leveraging collaborative technologies: An Indian banking context. *Journal of Indian Business Research*, *12*(1), 113–132. https://doi.org/mhzb

Garuda Indonesia. (n.d.). Historical operating data. https://www.garuda-indonesia.com/uk/en/investor-relations/company-data/historical-operating-data/index

Guerola-Navarro, V., Oltra-Badenes, R., Gil-Gomez, H., & Gil-Gomez, J. A. (2021). Research model for measuring the impact of Customer Relationship Management (CRM) on performance indicators. Economic Research-Ekonomska Istraživanja, 34(1), 2669-2691. https://doi.org/10.1080/1331677X.2020.1836992

Hair, J. F., Black, W., Babin, B., & Anderson, R. (2019). *Multivariate data analysis* (8th ed.). Cengage Learning.

Hasson, S. G., Piorkowski, J., & McCulloh, I. (2020). Social media as a main source of customer feedback: Alternative to customer satisfaction surveys. *Proceedings of the 2019 IEEE/ACM International Conference on Advances in Social Networks Analysis and Mining (ASONAM '19),* pp. 829–832. https://doi.org/mhzc

Hwang, Y. Y. (2022). Effects of online purchase e-CRM activities and e-customer satisfaction on e-loyalty during COVID-19: The mediating effects of e-customer satisfaction. *Global Business and Finance Review, 27*(5), 100-114.

Ihtiyar, A., Barut, M., & Ihtiyar, H. G. (2019). Experiential marketing, social judgements, and customer shopping experience in emerging markets. *Asia Pacific Journal of Marketing and Logistics*, *31*(2), 499–515. https://doi.org/10.1108/APJML-02-2018-0081

Khoirunnisa, A., & Astini, R. (2021). The effects of experiential marketing and social media marketing on repurchase intention with brand trust as variable mediation for wearing Klamby hijab fashion products. *European Journal of Business and Management Research*, *6*(6), 35–41. https://doi.org/10.24018/ejbmr.2021.6.6.1145

Kotler, P., Kartajaya, H., & Setiawan, I. (2021). *Marketing 5.0: Technology for humanity*. John Wiley & Sons, Inc.

Kundu, S., & Datta, S. K. (2015). Impact of trust on the relationship of e-service quality and customer satisfaction. *EuroMed Journal of Business*, *10*(1), 21–46. https://doi.org/10.1108/EMJB-10-2013-0053

Leedy, P. D., & Ormrod, J. (2005). *Practical research: Planning and design research* (8th ed.). Pearson Merrill Prentice Hall.

Leksono, H. B., & Prasetyaningtyas, S. (2021). Influence of social media marketing activity on repurchase intention in the e-commerce industry. *Journal of Research in Business, Economics, and Education, 3*(5), 1-25.

Mahmoud, M. A., Hinson, R. E., & Adika, M. K. (2018). The effect of trust, commitment, and conflict handling on customer retention: The mediating role of customer satisfaction. *Journal of Relationship Marketing*, *17*(4), 257–276. https://doi.org/mhzg

Mang'unyi, E. E., Khabala, O. T., & Govender, K. K. (2018). Bank customer loyalty and satisfaction: The influence of virtual e-CRM. *African Journal of Economic and Management Studies*, *9*(2), 250–265. https://doi.org/10.1108/AJEMS-08-2017-0183

Miremadi, A. ., Ghalamakri, S., & Ramezani, A. . (2012). Challenges in trust and security by implementation of e-CRM among banks and financial institutions: A case study of e-banking in Iran. *International Journal of Information Science and Management*, *10*(1), 99–118.

Navimipour, N. J. (2015). A formal approach for the specification and verification of a Trustworthy Human Resource Discovery mechanism in the Expert Cloud. *Expert Systems with Applications*, *42*(15–16), 6112–6131. https://doi.org/mhzj

Navimipour, N. J., & Soltani, Z. (2016). The impact of cost, technology acceptance and employees' satisfaction on the effectiveness of the electronic customer relationship management systems. *Computers in Human Behavior*, *55*(Part B), 1052–1066. https://doi.org/10.1016/j.chb.2015.10.036

Rachbini, W., Anggraeni, D., & Febrina, D. (2020). Effect of service quality on customer loyalty through satisfaction, perceived value, and customer engagements (Study on Indonesian ride-hailing online). *Advances in Social Sciences Research Journal*, *7*(10), 300–310. https://doi.org/10.14738/assrj.710.9204

Rahayu, D., Kumadji, S., & Kusumawati, A. (2016). Experiential marketing dan pengaruhnya terhadap kepuasan pelanggan dan minat pembelian ulang (Repurchase intention) (Survei pada pelanggan Warung Coto Abdullah Daeng Sirua, Kota Makassar). *Jurnal Administrasi Bisnis*, *35*(2), 197–203. http://administrasibisnis.studentjournal.ub.ac.id/index.php/jab/article/view/1386

Sekaran, U., & Bougie, R. (2016). *Research methods for business* (7th ed.). John Wiley & Sons.

Stein, A., & Ramaseshan, B. (2019). The customer experience – loyalty link: Moderating role of motivation orientation. *Journal of Service Management*, *31*(1), 51–78. https://doi.org/10.1108/JOSM-04-2019-0113

Subawa, N. S. (2020). The effect of experiential marketing, social media marketing, and brand trust on repurchase intention in Ovo applications. *International Research Journal of Management, IT and Social Sciences*, *7*(3), 11-21. https://doi.org/gm4xkr

Sülük, S. B., & Aydin, K. (2019). Marketing communications and experiential marketing in the context of augmented reality. In Grima, S., Özen, E., Boz, H., Spiteri, J., & Thalassinos, E. (Eds.), *Contemporary issues in behavioral finance* (Contemporary studies in economic and financial analysis, Vol. 101, pp. 153-162). Emerald Publishing Limited. https://doi.org/10.1108/S1569-375920190000101010

Syahputra, Z. E., Adam, M., & Putra, T. R. I. (January 2022). The effect of consumer experience and brand trust on e-marketplace repurchase intention and its impact on consumer loyalty: Case study after Tokopedia merger became GoTo. *International Journal of Strategic Marketing Research (IJSMR), 5*(12), 84-96. https://doi.org/mhzk

Tarsakoo, P., & Charoensukmongkol, P. (2019). Dimensions of social media marketing capabilities and their contribution to business performance of firms in Thailand. *Journal of Asia Business Studies*, *14*(4), 441–461. https://doi.org/ggpzmr

Tavsan, A. N., & Erdem, C. (2021). The customer experience measurement scale. *İstanbul Ticaret Üniversitesi Sosyal Bilimler Dergisi, 20*(42), 1247-1268. https://doi.org/mhzm

Tenkasi, R. V., & Zhang, L. (2018). A test of the theory of planned behavior: Influencing behavioral change to go "green". *Research in Organizational Change and Development, 26*, 127-165. https://doi.org/mhzp