

Cause-related marketing campaigns and repurchase intentions: The mediating role of brand awareness, consumer attitude and corporate image

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ABSTRACT

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The purpose of this study is to analyze and explain the effects of cause-related marketing (CRM) campaigns on repurchase intentions in Surabaya, Indonesia, through the mediation of brand awareness, consumer attitudes and corporate image. The study design used a survey and data collection through questionnaires. The unit of analysis includes consumers who bought Aqua mineral water and know of the Aqua campaigns CRM program buy 1 for 10 who live in the city of Surabaya. The research hypothesis was tested using variance-based Structural Equation Modeling (SEM) with Partial Least Square (PLS). The results show that the CRM Campaigns directly had no significant effect on repurchase intentions. Interestingly, the effect of CRM Campaigns on repurchase intentions mediated by brand awareness, consumer attitudes and company image can significantly influence consumer repurchase intentions.

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1. Introduction

The purchase intention that exists in a consumer before making a decision to buy a particular product brand or service becomes an important factor that needs to be considered in the formulation and implementation of a company's marketing strategy (Kotler & Keller, 2012, Ajzen & Fishbein, 1980). Repurchase intention becomes important as a form of stages of consumer loyalty. Consumers often tend to repurchase certain items of products repeatedly (Moslehpour et al., 2017) such as cosmetic products and mineral water. Repurchase intention is an individual's assessment of repurchase from the same company by considering the current situation and circumstances that might occur (Hellier et al., 2003). Therefore, the strategy in an effort to persuade consumers to keep intending to repurchase is one of the main tasks that must be a driving force in the formulation and implementation of marketing strategies. The strategy of maintaining and retaining existing customers to keep repurchasing becomes important because the costs incurred by the company in retaining existing customers are lower when compared to the cost of acquiring new customers. The cost of acquiring new customers requires five (5) times higher than maintaining existing customers. Companies need education costs, sales promotions, personal sales and a variety of marketing strategies to build awareness, interests, desires and ultimately purchasing decisions. The average company loses ten percent (10) percent of customers each year (Kotler & Keller, 2012). CRM is one instrument to retain existing customers to make repeat purchases. Successful persuasion of consumer purchase intentions by carrying out a CRM program requires a serious planning process and commitment in designing an attractive CRM program. CRM becomes an effective marketing instrument to enhance the company's reputation and positive image in the minds of consumers. A positive image of a company owned by consumers will be a factor influencing consumer purchase intentions for a product (Till & Nowak, 2000; Adkins, 2004; Chattananon et

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al., 2008, Kotler & Keller, 2012). The right program design will have the impact on brand awareness, attitudes and corporate image which ultimately leads to consumer purchase intentions. CRM activities can be linked to social issues that have relevance to the products produced by a company. The benefits to be gained by companies with CRM activities are positive consumers' perceptions of the company's good name which will affect the increase in sales volume (Bajdor & Brzeziński, 2013). In fact, CRM campaigns on hedonic products, are able to foster higher social awareness (Chang & Chu, 2020). The company's CRM activities should be a priority program in corporate marketing and advertising (Rashid et al, 2016). CRM campaigns should be an integral component of effective marketing strategies to improve brand image, brand awareness, corporate image, purchase intention and repurchase (Varadarajan & Menon, 1988; Kotler & Lee, 2005; Kotler & Keller, 2012). Awareness of a brand will have an impact on increasing purchase intentions (Hoyer & Brown, 1990; Grewal, 1998; Adkins, 2004; Sihombing, 2005; Chattananon et al., 2008). In addition, the implementation of cause-related marketing programs will consistently be able to change the overall attitude of consumers (Adkins, 2004) towards companies and product brands they have and will affect consumers' purchase intentions of goods or services. The positive impact of a CRM program on company performance is to improve the company's image and increase consumer purchase intentions (Nejati, 2014). Different research results in the study of Lucke & Heinze (2015) in Germany, which shows that CRM has no effect on consumer purchase intentions on travel insurance products. The research of Silva et al. (2019) also shows that CRM has no effect on online purchase intentions in Portuguese. CRM In addition to the differences in the results of research on the relationship between CRM and purchase intentions, the current research renewal is; First, integrating several previous research variables. Second, conducted with different research objects, namely on products consumed daily (convenience goods) namely Aqua brand mineral water which is included in the category of low involvement and has not been done in previous studies. Third, use different dependent variables namely purchase intention reset. In previous studies, CRM is mostly associated with the purchase intention variable not the repurchase intention. As the concept of Varadarajan and Menon (1988) which states that CRM does not only have an impact on purchase intentions alone, but also repurchase intentions. Moslehpour et al. (2017) state that research using the repurchase intention variable as the dependent variable on purchasing products that are often consumed is more appropriate than using purchase intention.

The current research aims to analyze the effect of cause-related marketing (CRM) campaigns on repurchase intentions by mediating variable brand awareness, consumer attitudes and corporate image. The current research is related to the CRM program: "Buy 1 for 10" conducted by Aqua mineral water producers in Surabaya, Indonesia

2. Literature Review and hypotheses development

Fig. 1 below shows the conceptual model and research hypothesis

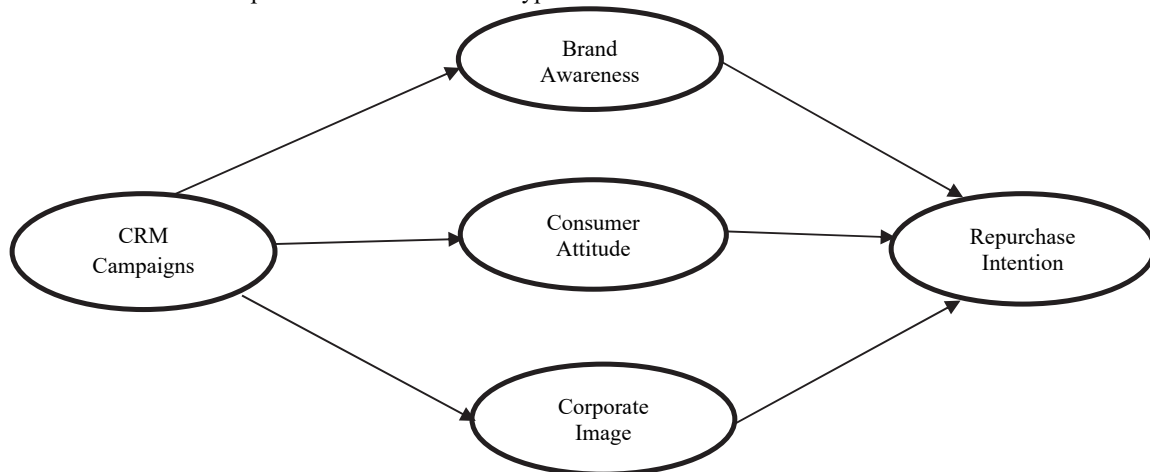


Fig. 1. Conceptual Research Framework

2.1 Cause-Related Marketing Campaigns and Repurchase intention

CRM Campaigns are marketing activities that are characterized by offers from companies to make a number of donations on a social issue when consumers engage in exchange transactions to meet organizational and individual goals (Varadarajan & Menon, 1988). CRM Campaigns as a form of company commitment to contribute or donate part of their income to social issues based on product sales volume (Kotler & Lee, 2005). CRM Campaigns can be interpreted as a marketing program carried out by a company by making financial or other contributions to social issues that develop in the community by using a percentage of the sale of a product. Repurchase intention is a determinant factor that must be considered in implementing a company's marketing strategy (Kotler & Keller, 2012). Repurchase intention becomes important as a form of stages of consumer loyalty. Furthermore Hellier et al. (2003) states that repurchase intention is influenced by a consumer's preference for a brand. Consumers often tend to repurchase certain products repeatedly (Moslehpour et al., 2017). The suitability of CRM Campaigns with a social issue can lead to the success of a CRM Campaigns campaign in terms of influencing consumer

repurchase intentions. The accuracy of CRM Campaigns plays an important role in consumer loyalty. The suitability of a social issue with the product offered can lead to the success of a CRM Campaign in terms of influencing consumer repurchase intentions. Consumers who tend to want to participate and be involved in the CRM Campaigns program will make a repeat purchase. The tendency in this self can be interpreted to have arisen loyalty to the brand of a product that carries out the CRM Campaigns program in the form of a desire to repurchase (Hou et al., 2008; Varadarajan & Menon, 1988; Nejati, 2014). Das et al. (2014) stated the importance of CRM campaigns with ongoing social issues in the community will increase purchase intentions. Based on this, the hypotheses built are as follows:

H₁: CRM campaigns have an effect on repurchase intentions.

2.2 CRM Campaigns and Brand Awareness

Cause-Related Marketing can be used as a strategy to increase brand awareness. Brand awareness is the ability of consumers to recall brands among many competing brands. Brand awareness plays an important role in consumer decision making (Keller, 1993). The Cause-Related Marketing Campaign also supports companies in efforts to build consumer brand awareness (Kotler & Lee, 2005; Kotler & Keller, 2012). Memories in the mind of an impressive consumer such as a CRM program carried out by a company will certainly be an important aspect in building and increasing brand awareness of a product. As the results of research Shabbir et al. (2010) and Sihombing (2005) show that CRM influences brand awareness. Based on the above, the second research hypothesis is proposed as follows:

H₂: CRM campaigns influence on brand awareness.

2.3 CRM Campaigns and Consumer Attitudes

Attitude as a person's overall evaluation of a concept (Peter & Olson, 1999), while Schiffman and Kanuk (2007) states attitude as a learning tendency to act consistently either pleasant or unpleasant over an object. Research accomplished by Cui et al. (2003), Westberg (2004) and Cheron et al. (2012) shows that CRM affects consumer attitudes. Based on the above, the third research hypothesis is proposed as follows:

H₃: CRM campaigns influence on consumer attitudes.

2.4 CRM Campaigns and Corporate image

Chattananon et al. (2008) argue that today many companies use Cause-Related Marketing as a strategic tool to build a positive corporate image in the consumers' minds. This is consistent with the statements of Varadarajan and Menon (1988); with the aim of building a positive corporate image in the minds of consumers, companies can use Cause-Related Marketing as a strategy. The results of the study by Vanhamme et al. (2012) shows that Cause-Related Marketing has a significant influence on company image. CRM program by selecting non-profit partner institutions that get good recognition in the community will increase the legitimacy of the company's image (Liu & Ko, 2011). Based on the above, the fourth research hypothesis is proposed as follows:

H₄: CRM campaigns affect the corporate image.

2.5 Brand Awareness and Repurchase Intention

There are many choices of strategies to increase brand awareness. Cause-Related Marketing is one of the choices in marketing management that can be used as a strategy to increase brand awareness. Cause-Related Marketing campaigns also support companies in efforts to build brand awareness (Kotler & Lee, 2005). Brand preference will affect consumers in the repurchase process (Hellier et al., 2003). Hoyer and Brown (1990), Grewal (1998), Adkin (2004), Hellier et al. (2003) show that brand awareness influences repurchase intentions. Based on the above, the fifth research hypothesis is proposed as follows,

H₅: Brand awareness influences repurchase intentions.

2.6 Consumer Attitudes and Repurchase Intention

The attitude is reflected by consumers in the form of feelings of pleasure or displeasure over an object. Attitude becomes one of the important variables that influence consumer behavior. Every company has an interest in studying consumer attitudes to be able to persuade these attitudes as an effort to influence consumer purchasing decisions. Consumer experience in consuming a product becomes an important thing that influences attitudes in subsequent purchases. The attitude factor is of course a critical factor before a repurchase decision is made, so the company has an interest in formulating specific strategies to influence consumer attitudes towards a product. This is consistent with the statements of Varadarajan and Menon (1988); with the aim of influencing consumer attitudes to repurchase, companies can use Cause-Related Marketing as a strategy. Research by

Walsh et al. (2012), Sihombing (2005) shows that attitude influences buying intentions. Based on the above, the sixth research hypothesis is proposed as follows:

H₆: Consumer Attitudes affect repurchase intention.

2.7 Corporate Image and Repurchase Intention

Marketing that is associated with social issues (CRM) becomes an important element for companies in implementing marketing strategies. CRM campaigns contribute to supporting companies in their efforts to gain new customers, reach niche markets, increase product sales and build brand awareness and corporate image (Kotler & Lee, 2005). In the competition between similar products on the market, the company has an interest in improving a good image in the minds of consumers. The better the corporate 's image in the minds of consumers will affect the intention to repurchase. Research by Hou et al. (2008), Sihombing (2005), Shabbir et al. (2010) shows the company's image as a CRM mediation of purchase intentions. Based on the above, the seventh research hypothesis is proposed as follows:

H₇: Corporate image influences repurchase intention.

2.8 CRM Campaigns, Brand Awareness and Intentions Buy Birthday

Keller (1993) states that in decision-making situations that require low involvement, the minimum level of brand awareness is sufficient for product selection. The use of Cause-Related Marketing programs to increase brand awareness will influence purchase intentions (Hoyer & Brown, 1990; Shabbir et al., 2010). Knowledge of the existence of the brand will affect consumer repurchase intentions. Consumers will tend to buy products with brands they already know compared to products whose brands are still unfamiliar to them. Education, persuasion and promotion become instruments that can be done synergistically with ongoing social issues and are felt by the community. Seriousness and consistency in implementing a CRM program is one form of strategy to increase brand awareness of a product. High brand awareness of a product is an important variable in influencing consumer purchase intentions. Research Shabbir et al. (2010) showed brand awareness to mediate the influence of CRM on purchase intentions. High brand awareness in a consumer of a product becomes a bridge in an effort to increase customer repurchase intention. This is in line with the statement of Kotler & Keller (2012) that brand awareness is mediated by Cause-Related Marketing in an effort to increase customer purchase intentions. Research Shabbir et al. (2010) show that brand awareness mediates the influence of CRM on purchase intentions. Based on this, the eighth hypothesis of the research is proposed as follows:

H₈: Brand awareness mediates the effect of CRM campaigns on repurchase intentions.

2.9 CRM Campaigns, Consumer Attitudes and Repurchase Intentions

Based on the theory of reasons for action Fishbein, stating that consumers' attitudes towards a product, often will directly influence consumers to make a purchase of a product (Assael, 2001). Through actions and learning, people gain trust and attitude. Furthermore, this affects the buying behavior. In the product category that does not require high involvement, feeling happy or unhappy about a product in a consumer can instantly influence the purchasing decision process. Feelings of pleasure or displeasure for a product is an important determinant in purchasing behavior (Westberg, 2004). Research Cheron et al. (2012) shows that the positive attitude of consumers towards the CRM program has an impact on increasing purchase intentions. Based on the above, the ninth hypothesis of the research is proposed as follows:

H₉: Consumer attitudes mediate the effect of CRM campaigns on repurchase intentions.

2.10 CRM Campaigns, Corporate Image and Repurchase Intention

Shabbir et al. (2010) argues that customer loyalty to a product is influenced by the company's image. Cause-related marketing activities carried out by companies become effective instruments to build a positive corporate image in the minds of consumers. In the current competition, companies are competing to influence a positive image on all consumers and potential customers. The right strategy and program design is needed to build a positive image of the company. A positive or negative company image will affect consumer purchase intentions (Sihombing, 2005). Research Lee et al. (2011) Sihombing (2005) and Shabbir et al. (2010) shows that company image influences repurchase intention. Based on this, the tenth hypothesis of the research is proposed as follows:

H₁₀: The corporate image mediates the effect of CRM campaigns on repurchase intentions.

3. Methodology

This research uses a quantitative approach (positivism). This research is a causality study, which aims to analyze the relationship and influence of one or more problems (Sekaran & Bougie, 2013). Research data collection using a questionnaire using a Likert scale. The number of samples in this study was determined as many as 150 consumers who had made purchases at least twice the Aqua mineral water products in the last month and knew the CRM program implemented by Aqua producers: "buy 1 for 10". The analytical technique used by SEM-PLS.

3.1 Research Design

This research was conducted in the city of Surabaya, Indonesia. The reasons for choosing Surabaya City are: 1) Surabaya is the capital of East Java Province and as the second largest city in Indonesia; 2) Surabaya as a big city in Indonesia has faster and easier information access for consumers; 3) Consumers in the city of Surabaya have good purchasing power with the highest labor wage level indicator in East Java; 4) Surabaya City has the most population in East Java.

3.2 Variable Measurement

The questionnaire was used as a data collection instrument. The research data was measured on a Likert scale with five alternative answers (5 = strongly Agree, 4 = Agree, 3 = Less, 2 = Disagree, 1 = Very Disagree). The CRM Campaign variable is measured by three indicators; Program suitability, the accuracy of the program, social donations. The brand awareness variable is measured by three indicators; the ability to remember brands, the ability to recognize brands, and the Ability to recall. Consumer attitude variables are measured by three indicators; knowledge of mineral water quality, happy feelings about mineral water, and the affordability of Aqua brand mineral water. The corporate image variable is measured by three indicators; famous companies, trusted companies and companies have social concerns. The variable repurchase intention is measured by two indicators: seriousness will repurchase and willingness to repurchase repeatedly.

3.3 Description of Respondents

Descriptions of respondents are shown in Table 1. Grouping respondents according to the frequency of mineral water purchases in the past month, knowledge of the CRM program, education and employment. We found that the majority of respondents (80%) had a senior high school education, were in tertiary education, and had an income of \leq Rp. 3,583,312.

Table 1
Respondent Profile

No	Characteristics of Respondents		Number of people	Percentage (%)
1	Frequency of buying and consuming Aqua more than once in the past month	a. Ever	150	100
		b. Never	-	-
2	Knowledge of the Aqua CRM program: Buy 1 for 10	a. Knowing	150	100
		b. Do not know	-	-
3	last education	a. Senior high school	120	80
		b. Diploma, Strata 1	23	15
		c. Master degree	7	5
		d. Doctoral degree	-	-
		e. Others	-	-
4	Profession	a. University Student	120	80
		b. government employees		
		c. Private employees	21	14
		d. entrepreneur	9	6
		e. Others	-	-
5	Income in a month	a. \leq Rp. 3,583,312	120	80
		b. $>$ Rp. 3,583,312	30	20

4. Data Analysis

4.1 Measurement and Structural Model

Convergent validity, discriminant validity and composite reliability are used to assess the outer model.

Table 2
Measurement Model

Variable	Indicator	Loading factor	AVE	CR
CRM Campaigns (CRM)	Program suitability	0780	0780	0.801
	The accuracy of the program	0.801		
	Social donation	0717		
Brand Awareness (BA)	Ability to remember	0.919	0.801	0.913
	Ability to recognize	0815		
	Ability to recall	0908		
Consumer Attitude (CA)	water quality knowledge	0880	0717	0895
	Feeling happy	0842		
	Affordability	0.859		
Corporate Image (CI)	Famous company	0866	0.919	0864
	Trusted company	0870		
	The company has a social concern	0.731		
Repurchase Intention (RI)	Seriousness will repurchase	0.912	0815	0908
	Willingness to repurchase repeatedly	0.913		

Based on the results of SEM-PLS analysis, Table 2 shows that the convergent validity value has a loading factor value >0.7 . It indicates that the t-statistics and t-count values are greater than the t-table values, so that no indicators are omitted. The results of Discriminant validity show that, overall, the indicators measuring the research variables show a greater loading factor value than the cross loading of other variables, so that it can be declared valid. Value AVE >0.5 , and Composite Reliability (CR) value >0.7 . Based on the value of Table 2, all variables are declared valid and reliable. R-Square (R^2) variable brand awareness by 0.156, these values indicate the brand awareness has the ability to 15.6 % in explaining changes in the variable purchase intentions. R^2 value of consumer attitudes is 0.083, which value indicates the variable consumer attitudes have the ability 8.3% in explaining changes in the variable repurchase intention. The value of R^2 image of the corporate for 0.080, the variable value indicates the image of the corporate has the ability to 8% in explaining changes in the variable purchase intentions. R^2 value of repurchase intention is 0.391, this value indicates that the variable brand awareness, consumer attitudes and corporate image contribute to the variable repurchase intention of 39.1%. Based on the coefficient of determination (R^2), it is known the value of Q^2 with the following formula:

$$Q^2 = 1 - \left[(1 - R_1^2)(1 - R_2^2)(1 - R_3^2)(1 - R_4^2) \right] = 0.567$$

The value of Q^2 for 0.567 shows that research model can explain the intention to buy CRM Campaigns associated with a variable, brand awareness, consumer attitudes and image of the company amounted to 56.7%.

5. Hypothesis Testing

Hypothesis test results by looking at the t- statistic value, Path coefficient and effect sizes based on PLS output are explained in the following Table 3:

Table 3
Result of Hypothesis Testing

	Path	Coefficient	t-stat	Des.
Direct Effect				
CRM → RI		0.035	0.603	Not significant
CRM → BA		0.395	4.651	Significant
CRM → CA		0.289	5.549	Significant
CRM → CI		0.284	3.421	Significant
BA → RI		0.425	8.025	Significant
CA → RI		0.198	2.084	Significant
CI → RI		0.211	3.867	Significant
Indirect Effect				
CRM → BA → RI		0.167		Significant
CRM → CA → RI		0.057		Significant
CRM → CI → RI		0.059		Significant

Table 3 shows that H_1 is rejected since it has a t-statistic value of 0.603 with a path coefficient value of 0.035, meaning that CRM Campaigns have no effect on consumer repurchase intentions. H_2 is accepted, since it has a value of t-statistic path coefficient 4.651 with a value of 0.395, meaning that the effect of CRM Campaigns is significant and positive towards brand awareness. H_3 is accepted since it has a t-statistic value of 5.549 with a path coefficient of 0.289, meaning that the CRM Campaigns has a significant and positive effect on consumer attitudes. H_4 is accepted since it has a value of t-statistic path coefficient 3.421 with a value of 0.284, meaning that CRM Campaigns impact significantly and positively on the image of the company. H_5 is accepted since it has a t-statistic value 8.025 with the value path coefficient 0.425, meaning that the effect of brand awareness is positive towards the purchase intentions. H_6 is accepted since it has a value of t-statistic path coefficient 2.084 with a value of 0.198, meaning that consumer attitudes affect positively the purchase intentions. H_7 is accepted since it has a t-statistic value of 3.867 with a path coefficient value of 0.211, meaning that the company's image has a significant and positive effect on repurchase intentions. In the awareness mediation variable test, H_8 is accepted since it has a path coefficient value of 0.167, meaning that brand awareness mediates the influence of CRM campaigns on repurchase intentions. In the consumer attitude mediation test variable, H_9 is accepted since it has a path coefficient value of 0.057, meaning that consumer attitudes mediate the influence of CRM campaigns on repurchase intentions. In the company's image mediation variable test, H_{10} is accepted since it has a path coefficient value of 0.059, meaning that the company's image as a mediating variable has the perfect influence of CRM campaigns on repurchase intentions.

6. Discussion and Conclusion

CRM Activities were selected and implemented by the company will have implications on the decision of a consumer in the purchase of a product (Varadarajan & Menon, 1988; Nejati, 2014; Kotler & Keller, 2012). The purpose of this study was to analyze and explain the effects of cause-related marketing (CRM) campaigns on repurchase intentions in Surabaya, Indonesia, through the mediation of brand awareness, consumer attitudes and corporate image. CRM Campaigns referred to in this study were measured by indicators of the suitability of social marketing programs with the company's core business, the accuracy of social marketing programs and social donations. An interesting finding from this part of the research was that the CRM program had no direct effect on consumer repurchase intentions. CRM Campaigns were not able to directly explain variations in

changes in Aqua consumer repurchase intention in the City of Surabaya. This happened because Aqua mineral water products have become the market leader in the mineral water business in Indonesia, especially in the city of Surabaya. Consumers buy mineral water not because of the CRM program implemented by the company. Empirically, the findings of this study are in line with the research of Lucke & Heinze (2015) in Germany, Silva *et al.* (2019), which states that CRM has no effect on consumer purchase intentions. The results of this study contrast with the research of Cui *et al.* (2003), Sihombing (2005), Hou *et al.* (2008), Sihombing (2008), Shabbir *et al.* (2010) which states that CRM affects consumer purchase intentions.

Other findings of this study are that CRM has a direct effect on brand awareness, as stated by Varadarajan and Menon (1988), Kotler & Lee (2005), Kotler and Keller (2012) and research by Shabbir *et al.* (2010) and Sihombing (2005). CRM has a direct effect on consumer attitudes as the study of Cui *et al.* (2003), Westberg (2004) and Cheron *et al.* (2012). CRM also has a direct effect on the company's image, as Vanhamme *et al.* (2012), Liu & Ko, (2011). CRM becomes an effective instrument to increase brand awareness, consumer attitudes and corporate image. Based on the test results, the results of this study show a direct relationship between brand awareness variables on repurchase intentions, confirming the statements of Varadarajan and Menon (1988), research by Hoyer and Brown (1990), Grewal (1998), Adkin (2004), and Hellier *et al.*, (2003). The variable of consumer attitude influences the intention to repurchase. More positive the consumer's attitude towards a product will have an impact on increasing the repurchase intention of a product. Feelings of pleasure or displeasure over a product (attitude) become an important determinant in purchasing behavior (Westberg, 2004; Cheron *et al.*, 2012). The corporate image variable directly affects the intention to repurchase. The more positive the company's image, the impact on increasing consumer repurchase intention (Farache *et al.*, 2008 ; Chattananon *et al.*, 2008; Ndubisi *et al.*, 2011 ; Pratono & Tjahjono, 2017).

Important findings in this study are all three variables; brand awareness, consumer attitudes and corporate image are proven to be perfect mediating variables in the relationship of CRM with repurchase intentions. These findings indicate that consumer repurchase intention will increase if the CRM program is carried out able to increase brand awareness, positive attitude of consumers and increase the company's image.

7. Managerial Implication

The results of this study complement the understanding of the marketing department of large, medium and small scale companies about the importance of the Cause-Related Marketing (CRM) Campaigns program as one of the instruments to increase consumer purchase intentions. The results of the study can be an evaluation as well as a reference in the application of research models, especially in an effort to increase consumer purchase intentions with mediating variables, brand awareness, consumer attitudes and corporate image. The results of this study are able to illustrate that brand awareness is the most powerful variable contributing to the implementation of the CRM campaigns program. The higher the consumer's brand awareness of certain products, the higher the repurchase intention, as well as consumer attitudes and corporate image, the more positive the consumer attitude and company image, will have an impact on increasing consumer repurchase intentions.

8. Research Limitation and future agenda

The results showed that CRM had no direct effect on repurchase intentions, but with mediating variables of brand awareness, consumer attitudes and corporate image had an influence on repurchase intentions. The results of the study were conducted on a CRM program implemented by a large-scale large company in Indonesia that produces mineral water which is included in the convenience good category. These results can be different in CRM programs for other products such as specialty good or services that require high involvement of consumers. Further research can be carried out in addition to different product categories, also with respondents with more specific segmentation in terms of gender, age, occupation and lifestyle.

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