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### Analyze the effect of Digital Marketing on the Repurchase Intention of boycott products through Customer Satisfaction, Customer Relationship Management and Brand Equity

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#### Abstract

*This study aims to analyze the effect of Digital Marketing on Repurchase Intention on products affiliated with the boycott movement, involving mediation variables, namely Brand Equity, Customer Satisfaction, and Customer Relationship Management (CRM). The background of this study is the rise of consumer boycott movements against products that are considered to support political or humanitarian issues, thus affecting consumption patterns and customer loyalty.*

*This study uses a quantitative approach with Structural Equation Modeling (SEM) analysis techniques through AMOS software. The number of respondents was 304, who were selected through the purposive sampling method, with the criteria of having bought or used products affected by the boycott.*

*The results showed that Digital Marketing does not directly affect the Repurchase Intention, but indirectly through mediation variables. Digital Marketing has a significant effect on Brand Equity, CRM, and Customer Satisfaction, all three of which then have a significant effect on Repurchase Intention. This indicates that the effectiveness of digital marketing strategies in encouraging repeat purchases depends on brand perception, quality of customer relationships, and customer satisfaction levels.*

*These findings provide important implications for the development of mediation theory in digital marketing, as well as for business practitioners to design value-oriented communication strategies and long-term relationships, particularly in the face of social pressures such as boycotts.*

**Keywords:** Digital Marketing, Brand Equity, Customer Satisfaction, CRM, Repurchase Intention, product boycott

#### INTRODUCTION

The digital era has transformed how businesses interact with their consumers. With the increasing penetration of internet and mobile devices, digital marketing has become a central strategy in engaging and influencing consumer behavior. In Indonesia, the extensive use of social media platforms like Facebook, YouTube, and Instagram has further accelerated this transformation. However, along with these technological advancements, socio-political issues have emerged as powerful influencers of consumption patterns. The recent surge in consumer boycotts—particularly targeting brands affiliated with political stances in the Israel-Palestine conflict—has challenged companies to rethink their communication and branding strategies.

Boycotts, driven by humanitarian and ethical concerns, have

significantly impacted product sales and brand image. For instance, brands such as Starbucks, McDonald's, and Disney have faced massive backlash on platforms like TikTok. These movements affect consumer loyalty and repurchase intentions, often irrespective of previous customer satisfaction levels. In such contexts, digital marketing must go beyond conventional promotion. It must rebuild trust, reshape brand equity, and maintain strong customer relationships.

This study seeks to examine whether digital marketing can influence repurchase intention in a boycott context, and to what extent variables like customer satisfaction, CRM, and brand equity mediate this relationship. Prior studies have addressed digital marketing and repurchase behavior in general settings, but few have analyzed it under the pressures of a boycott campaign.

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## Research Elaborations

This study utilizes a quantitative method with a causal design and cross-sectional approach. A total of 304 respondents who had previously purchased boycotted products in Indonesia participated, selected through purposive sampling. Data were collected using a Likert-scale questionnaire distributed via online survey tools. Analysis was conducted using SEM with AMOS software.

### The variables examined include:

1. Digital Marketing (X1)
2. Customer Satisfaction (Y1)
3. Customer Relationship Management (CRM) (Y2)
4. Brand Equity (Y3)
5. Repurchase Intention (Z)

## Literature Review and Hypothesis

Digital Marketing involves promoting products through digital channels like social media, websites, and email marketing. According to Alwan and Alshurideh (2022), effective digital marketing enhances brand visibility and customer interaction. Khan et al. (2020) state that digital marketing provides access to real-time feedback and facilitates personalized content delivery. Putri (2021) further emphasizes the interactive nature of digital marketing that fosters two-way communication between brand and consumer.

Customer Satisfaction is defined as a customer's evaluation of a product's ability to meet or exceed expectations. Tufahati et al. (2021) found a significant positive relationship between satisfaction and repurchase intention. Dewi & Giant ari (2022) observed that satisfied customers are more likely to engage in future purchases. Zahra et al. (2023) also noted that customer satisfaction plays a crucial role in fostering consumer loyalty.

Customer Relationship Management (CRM) refers to strategic efforts to manage company-customer relationships using digital platforms. Dastane (2020) showed digital marketing enhances CRM performance. Yunus et al. (2022) emphasized CRM's role in building long-term engagement. Sanders et al. (2022) highlighted CRM as a way to personalize interactions and strengthen loyalty.

Brand Equity refers to the value derived from customer perception of the brand. El Munadiyan (2024) noted a decline in brand equity due to boycott movements. Anisa & Suryani (2024) discussed brand hate effects on equity loss. Poturak & Softic (2019) linked brand equity to stronger consumer preference even during crises.

Repurchase Intention reflects a consumer's willingness to buy a product again based on prior experiences. Ardila et al. (2022) reported that digital marketing and satisfaction predict

repurchase behavior. Lestari et al. (2023) found omnichannel strategies via digital platforms boost repurchase intention. Ginting et al. (2022) emphasized experience-driven loyalty effects on repurchase. Based on previous research, the hypotheses of this study are as follows:

- H1: Digital Marketing positively influences Customer Satisfaction.  
 H2: Digital Marketing positively influences Customer Relationship Management.  
 H3: Digital Marketing positively influences Brand Equity.  
 H4: Digital Marketing positively influences Repurchase Intention  
 H5: Customer Satisfaction positively influences Repurchase Intention.  
 H6: Customer Relationship Management positively influences Repurchase Intention.  
 H7: Brand Equity positively influences Repurchase Intention.

## Method

This study employed a quantitative approach with a causal research design and cross-sectional data collection. The research population consisted of consumers in Indonesia who had previously purchased products that are currently being boycotted due to political or ideological concerns.

A purposive sampling technique was used, selecting respondents based on specific criteria, including: (1) awareness of the boycott campaign, and (2) previous experience in purchasing the boycotted products. The total sample comprised 304 valid respondents.

Data were collected through a structured questionnaire distributed online using Google Forms. All items in the questionnaire were measured using a Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The instrument was tested for validity and reliability prior to distribution.

The data analysis technique used in this study was Structural Equation Modeling (SEM) with the help of AMOS software version 24. SEM was chosen due to its ability to simultaneously examine complex relationships between observed and latent variables.

## Result and Discussion

This study aims to analyze the influence of Digital Marketing on Repurchase Intention of boycott products, with Brand Equity, Customer Satisfaction, and Customer Relationship Management (CRM) as mediating variables. Data were collected from 304 respondents and analyzed using Structural Equation Modeling (SEM) via AMOS.

### Respondent Profile:

Table 4.1

### Respondent Profile

|  | Frequency | Percent | Valid Percent | Cumulative Percent |
|--|-----------|---------|---------------|--------------------|
|  |           |         |               |                    |

|                                                |                 |     |       |       |       |
|------------------------------------------------|-----------------|-----|-------|-------|-------|
| Gender                                         | Male            | 50  | 16.4  | 16.4  | 16.4  |
|                                                | Female          | 254 | 83.6  | 83.6  | 100.0 |
|                                                | Total           | 304 | 100.0 | 100.0 |       |
| Age                                            | <20             | 4   | 1.3   | 1.3   | 1.3   |
|                                                | 20-24           | 17  | 5.6   | 5.6   | 6.9   |
|                                                | 25-29           | 68  | 22.4  | 22.4  | 29.3  |
|                                                | 30-34           | 139 | 45.7  | 45.7  | 75.0  |
|                                                | 35-39           | 70  | 23.0  | 23.0  | 98.0  |
|                                                | 40-44           | 6   | 2.0   | 2.0   | 100.0 |
| Last Education                                 | <JHS            | 3   | 1.0   | 1.0   | 1.0   |
|                                                | Diploma         | 86  | 28.3  | 28.3  | 29.3  |
|                                                | Magister        | 3   | 1.0   | 1.0   | 30.3  |
|                                                | Bachelor        | 168 | 55.3  | 55.3  | 85.5  |
|                                                | SHS             | 44  | 14.5  | 14.5  | 100.0 |
| Marital Status                                 | Single          | 72  | 23.7  | 23.7  | 23.7  |
|                                                | Divorced        | 2   | .7    | .7    | 24.3  |
|                                                | Married         | 230 | 75.7  | 75.7  | 100.0 |
| Employment Status                              | Employee        | 254 | 83.6  | 83.6  | 83.6  |
|                                                | Looking for job | 10  | 3.3   | 3.3   | 86.8  |
|                                                | Entrepreneur    | 22  | 7.2   | 7.2   | 94.1  |
|                                                | unemployee      | 18  | 5.9   | 5.9   | 100.0 |
| Have you ever bought a boycott product or not? | Yes I have      | 304 | 100.0 | 100.0 | 100.0 |

Most respondents were female (83.6%) and in the 30–34 age group (45.7%), with a majority holding a bachelor's degree (55.3%) and being employed (83.6%). All had purchased boycott-related products, making them relevant subjects for analyzing post-boycott consumer behavior.

#### Validity and Reliability Test

Table 4.2

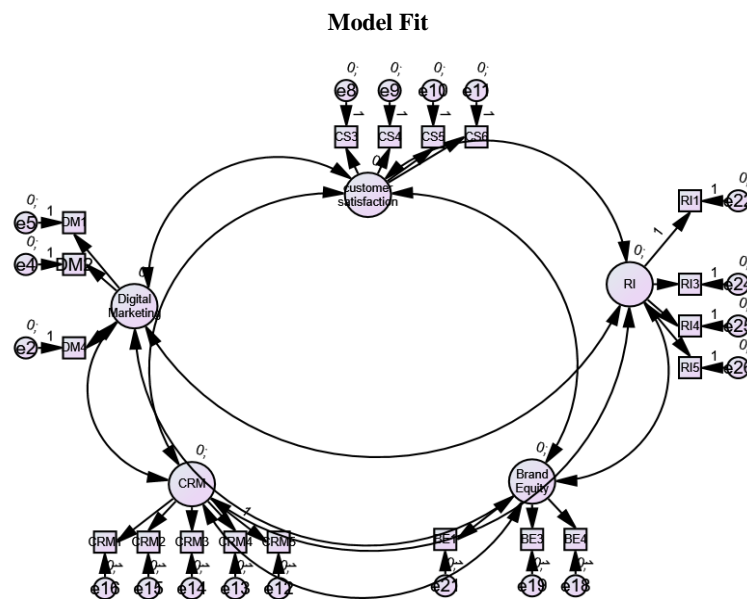
#### Validity and Reliability Test

| Variables and indicators                                                                                                   | Factor Loading | AVE         | Cronbach's Alpha |
|----------------------------------------------------------------------------------------------------------------------------|----------------|-------------|------------------|
| <b>Digital Marketing</b>                                                                                                   |                | <b>0,54</b> | <b>0,479</b>     |
| Social media helps me consider whether or not to purchase products affiliated with pro-Israel entities.                    | 0,546          |             |                  |
| Social media platforms provide me with quality information, especially about pro-Israel products that are being boycotted. | 0,604          |             |                  |
| I receive marketing information about boycotted pro-Israel products through social media.                                  | 0,5            |             |                  |

|                                                                                                                  |                       |            |                         |
|------------------------------------------------------------------------------------------------------------------|-----------------------|------------|-------------------------|
| Digital marketing helps me search for information about pro-Israel products.                                     | 0,625                 |            |                         |
| I receive reliable information from social media regarding boycotted pro-Israel products.                        | 0,722                 |            |                         |
| <b>Variables and indicators</b>                                                                                  | <b>Factor Loading</b> | <b>AVE</b> | <b>Cronbach's Alpha</b> |
| <b>Repurchase Intention</b>                                                                                      |                       | 0,659      | 0,561                   |
| I want to continue using pro-Israel products, even though they are currently being boycotted.                    | 0,828                 |            |                         |
| I am likely to purchase pro-Israel products.                                                                     | 0,83                  |            |                         |
| I will continue to purchase pro-Israel products as long as they are available in the market                      | 0,865                 |            |                         |
| I am still willing to purchase pro-Israel products due to their quality, even if they are being boycotted.       | 0,817                 |            |                         |
| I will continue to buy pro-Israel products, even though they are being boycotted and alternatives are available. | 0,827                 |            |                         |
| <b>Variables and indicators</b>                                                                                  | <b>Factor Loading</b> | <b>AVE</b> | <b>Cronbach's Alpha</b> |
| <b>Customer Satisfaction</b>                                                                                     |                       | 0,678      | 0,863                   |
| I feel satisfied when purchasing pro-Israel products.                                                            | 0,84                  |            |                         |
| I feel happy with my decision to purchase pro-Israel products.                                                   | 0,816                 |            |                         |
| I feel I am doing the right thing by purchasing pro-Israel products.                                             | 0,807                 |            |                         |
| I am very cautious when purchasing pro-Israel products.                                                          | 0,592                 |            |                         |
| I feel satisfied with the quality of pro-Israel products.                                                        | 0,846                 |            |                         |
| I feel satisfied with all the services provided by pro-Israel products.                                          | 0,872                 |            |                         |
| <b>Variables and indicators</b>                                                                                  | <b>Factor Loading</b> | <b>AVE</b> | <b>Cronbach's Alpha</b> |
| <b>Customer Relationship Management</b>                                                                          |                       | 0,627      | 0,901                   |
| My complaints regarding boycotted pro-Israel products are responded to promptly by the company.                  | 0,778                 |            |                         |
| I receive special attention from companies whose products are pro-Israel and being boycotted.                    | 0,839                 |            |                         |
| I receive up-to-date information about the services and products offered by pro-Israel companies.                | 0,845                 |            |                         |
| I continue to receive special services even when pro-                                                            | 0,814                 |            |                         |

| Israel products are being boycotted.                                                                 |                |      |                  |
|------------------------------------------------------------------------------------------------------|----------------|------|------------------|
| Companies whose products are being boycotted strive to improve good relationships with customers.    | 0,754          |      |                  |
| Variables and indicators                                                                             | Factor Loading | AVE  | Cronbach's Alpha |
| <b>Brand Equity</b>                                                                                  |                | 0,68 | 0,889            |
| I will continue to purchase boycotted pro-Israel products because of the quality they offer.         | 0,869          |      |                  |
| I would be more interested in buying boycotted pro-Israel products if they are superior.             | 0,863          |      |                  |
| I prefer to buy boycotted pro-Israel products because they offer better quality than other products. | 0,821          |      |                  |
| I find it easier to buy boycotted pro-Israel products due to the online facilities offered.          | 0,835          |      |                  |
| I still consider purchasing boycotted pro-Israel products over other available brands.               | 0,846          |      |                  |

Out of the five constructs, four met the validity and reliability criteria ( $AVE > 0.5$ , Cronbach's Alpha  $> 0.7$ ), namely Customer Satisfaction, Brand Equity, CRM, and Repurchase Intention. However, Digital Marketing had a slightly low AVE (0.479) and Cronbach's Alpha (0.54), indicating marginal reliability and requiring further refinement.



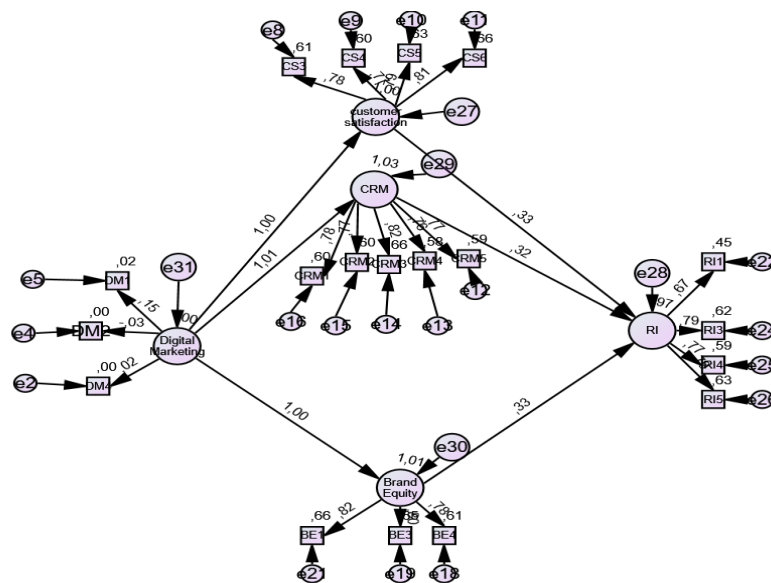
Picture 4.1 CFA

The model displayed excellent goodness-of-fit indicators:

1.  $CMIN/DF = 1.147$  (ideal  $< 2.00$ )
2.  $GFI = 0.921$ ,  $AGFI = 0.901$ ,  $CFI = 0.992$ ,  $TLI = 0.991$  (all  $> 0.90$ )
3.  $RMSEA = 0.025$  (ideal  $< 0.05$ )

These indices confirm that the model fits the empirical data well and is suitable for hypothesis testing.

### Hypothesis Testing



Picture 4.2 Hypothesis Structural Model

From 7 proposed hypotheses, six were accepted. Digital Marketing significantly influenced Customer Satisfaction, CRM, and Brand Equity. In turn, these three mediators significantly influenced Repurchase Intention. However, the direct path from Digital Marketing to Repurchase Intention was not significant.

**Table 4.4**  
**Hypothesis**

| Hypothesis | Path                                                    | C.R    | P   | Result   |
|------------|---------------------------------------------------------|--------|-----|----------|
| H1         | Digital Marketing → Customer Satisfaction               | 12.441 | *** | Accepted |
| H2         | Digital Marketing → Customer Relationship Management    | 12.441 | *** | Accepted |
| H3         | Digital Marketing → Brand Equity                        | 12.441 | *** | Accepted |
| H4         | Customer Satisfaction → Repurchase Intention            | 12.441 | *** | Accepted |
| H5         | Customer Relationship Management → Repurchase Intention | 12.441 | *** | Accepted |
| H6         | Brand Equity → Repurchase Intention                     | 12.441 | *** | Accepted |

The results of testing the direct path in the model show that most of the relationships between constructs are significant. However, there is one path that is not significant, namely, Digital Marketing → Repurchase Intention. The results showed that the direct effect of Digital Marketing on Repurchase Intention was not significant ( $p > 0.05$ ). This means that digital marketing efforts undertaken do not necessarily encourage consumers to re-purchase boycotted products, without going through the role of other mediation variables.

In contrast, the other five pathways in the model showed significant relationships, namely, Digital Marketing → Customer Satisfaction ( $CR = 12.441$ ,  $p < 0.001$ ), Digital Marketing → Customer Relationship Management (CRM) ( $CR = 12.441$ ,  $p < 0.001$ ), Digital Marketing → Brand Equity ( $CR = 12.441$ ,  $p < 0.001$ ), Customer Satisfaction → Repurchase Intention ( $CR = 12.441$ ,  $p < 0.001$ ), CRM → repurchase intent ( $cr = 12.441$ ,  $p < 0.001$ ), brand equity → repurchase intent ( $cr = 12.441$ ,  $p < 0.001$ ). This result shows that the influence of Digital Marketing on Repurchase Intention is not direct, but is transmitted through mediation

constructs, namely Brand Equity, CRM, and Customer Satisfaction.

## DISCUSSION

### Digital Marketing and Customer Satisfaction

The results show that digital marketing has a significant positive effect on customer satisfaction. This is in line with previous studies, such as Alwan and Alshurideh (2022), which found that digital marketing strategies enhance customer value and satisfaction, particularly through personalized experiences. Lazuardi et al. (2022) also emphasized the role of innovation in digital platforms to meet customer expectations. Moreover, Bachri et al. (2023) discovered that digital marketing not only directly influences satisfaction but also shapes consumer decisions via emotional connection. Ilham et al. (2023) similarly confirmed that digital marketing improves purchase decisions through satisfaction as a mediating variable.

### Digital Marketing and Customer Relationship Management (CRM)

Digital marketing also significantly affects CRM, as it



facilitates two-way communication, personalization, and responsiveness. This is supported by Yunus et al. (2022), who stated that a positive digital marketing presence enhances a company's credibility in the eyes of customers. Bastante (2020) also reported that digital advertisements enhance CRM by improving responsiveness and consumer trust. In educational sectors, Sofia Org-Calixto & Vicente-Ramos (2021) proved that digital content and social media significantly impact CRM practices, both operational and analytical.

### Digital Marketing and Brand Equity

The findings reveal that digital marketing has a significant impact on brand equity. This is consistent with Aydin & Kirazli (2020), who found that brand equity, reinforced through digital marketing, positively influences customer satisfaction regardless of product pricing. Yunus et al. (2022) emphasized that digital interaction builds a brand's perceived value and credibility. Pangestu & Nugroho (2023) also found that among SMEs, digital strategies enhance brand awareness and customer loyalty—two key components of strong brand equity.

### Customer Satisfaction and Repurchase Intention

Customer satisfaction significantly influences repurchase intention. This aligns with Ibiza et al. (2016), who showed that satisfied customers are more likely to continue purchasing and form long-term relationships with brands. Tufahati et al. (2021) reinforced this link, particularly in the retail context, emphasizing that satisfaction drives repeat purchases. Afinia & Tjahjaningsih (2024), in the e-commerce sector, noted that trust strengthens the relationship between satisfaction and repurchase behavior. Mahmud et al. (2024) further concluded that e-service quality and convenience are important in ensuring satisfaction and influencing repurchase decisions.

### CRM and Repurchase Intention

The study found that CRM positively influences repurchase intention. This supports Savitri & Suhud (2018), who confirmed that CRM directly and indirectly drives repurchase behavior through trust and satisfaction. Syahputra et al. (2021) also found that e-CRM significantly affects repurchase intention in e-commerce environments. Khoa et al. (2020) noted that effective customer relationships lead to loyalty, which in turn increases repurchase likelihood. Rachbini (2024) emphasized that CRM, together with emotional experience and satisfaction, significantly affects repurchase decisions in airline services.

### Brand Equity and Repurchase Intention

Brand equity significantly predicts repurchase intention, indicating that strong brands continue to attract loyal customers. This finding is consistent with Kusumayani & Warmika (2022), who showed that in the beauty industry, brand equity directly drives repurchase behavior. Pitaloka & Gumanti (2019) confirmed this in the Muslim fashion segment, with brand relationships partially mediating the effect. Sutanto & Kussudyarsana (2024) further showed that in the cosmetics industry, brand equity remains a key driver for repeat purchases, underscoring its relevance across

sectors.

### The Non-Significant Direct Effect of Digital Marketing on Repurchase Intention

Interestingly, the direct effect of digital marketing on repurchase intention was found to be non-significant, indicating a fully mediated relationship. This result is supported by Baron & Kenny (1986), who propose that mediating variables can completely carry the influence of an independent variable. Hasani et al. (2023) found similar results, suggesting that digital marketing works indirectly via factors such as engagement and e-WOM. Purwanto et al. (2022) also found that digital marketing does not directly affect repurchase intention, except through ad creativity or brand perception.

### Conclusion

This study aims to analyze the influence of Digital Marketing on Repurchase Intention for boycott-related products, involving Brand Equity, Customer Satisfaction, and Customer Relationship Management (CRM) as mediating variables. Based on data analysis using Structural Equation Modeling (SEM) in AMOS, the results show that Digital Marketing does not directly affect Repurchase Intention. This suggests that digital marketing strategies alone do not automatically encourage consumers to repurchase, especially for products under social pressure such as those targeted by boycotts.

However, Digital Marketing significantly influences all three mediating variables—Customer Satisfaction, CRM, and Brand Equity—indicating that digital efforts can create positive perceptions, enjoyable experiences, and strong emotional connections with customers. Furthermore, each of these mediators has a significant effect on Repurchase Intention, implying that customer loyalty can be built through satisfaction, effective relationship management, and strong brand image.

In conclusion, the effect of Digital Marketing on Repurchase Intention is fully mediated by the three variables. Overall, the research model demonstrates an excellent level of goodness of fit.

### Theoretical Implications

This study reinforces the concept of mediation in the relationship between digital marketing and consumer loyalty. It confirms that digital marketing does not directly influence repurchase intention, but does so through brand equity, CRM, and customer satisfaction, supporting the mediation model proposed by Baron and Kenny (1986). It extends theoretical insights by highlighting that digital strategies only impact consumer loyalty when they create meaningful value, experiences, and relationships.

Furthermore, the study contributes to digital marketing literature, particularly in the context of consumers influenced by social and ethical issues, showing that purchasing decisions are shaped not just by promotions or price, but also by perceived brand value and emotional connection.

### Practical Implications

Practically, the findings offer strategic guidance for brands facing boycott pressures. Since digital marketing alone does not directly drive repurchase intention, it cannot stand alone in rebuilding trust. Companies must actively manage brand equity, customer satisfaction, and CRM.

This implies the need for authentic, consistent, and value-driven digital communication strategies, improved customer service, and product quality. Moreover, aligning brand narratives with consumers' social values is crucial to maintain loyalty. Digital CRM should not only serve operational goals but also foster social dialogue and emotional engagement, especially during reputation crises. For brands associated with sensitive issues, understanding consumer responses to brand values, experiences, and communication is key to ensuring long-term business sustainability.

## Research Limitations

This study has several limitations to consider for future research:

### Heywood Case Encountered

During SEM analysis using AMOS, a Heywood case was detected—indicated by negative error variance or factor loadings exceeding 1. To address this, model constraints were applied based on theoretical justification. However, the presence of such cases may reduce the precision of model estimation and interpretation.

### Limited Number of Indicators

Some constructs included relatively few indicators, which may affect model stability and generalizability. Although the sample size meets the minimum SUM requirement, a larger sample in future research would improve the reliability and validity of the results.

### Context-Specific Findings

As the study focuses on boycott-affected products, the findings may not be generalizable to other industries or product categories not under similar social pressure.

## Recommendations for Future Research

### Expand the Number and Diversity of Indicators

Future studies should develop more comprehensive indicators to strengthen construct validity and model stability, and to minimize estimation issues like Heywood cases.

### Apply Alternative Analytical Approaches

Researchers may consider using PLS-SEM, which is more tolerant of small indicator sets and non-normal data, offering an alternative for overcoming estimation challenges.

### Broaden the Product and Population Scope

Future research could include non-boycotted products as a comparison group to determine whether the effects of digital marketing on repurchase intention are consistent across different contexts.

### Include Additional Moderators or Mediators

Variables such as religiosity, social values, or digital information exposure could be added to enhance understanding of the relationships among core constructs.

## Refine Model Design and Estimation Techniques

To prevent issues like Heywood cases, researchers should evaluate the complexity of their model, consider grouping indicators more effectively, or apply robust estimation methods such as Bayesian SEM or bootstrapping.

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