



The influence of customer relationship management and customer experience on customer loyalty in online fashion businesses in Thailand

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Abstract

The rapid growth of e-commerce has intensified competition among online fashion businesses in Thailand, making customer retention and loyalty increasingly important. Customers can easily compare products, prices, promotions, and services across online sellers, creating a need for effective customer relationship management (CRM) and customer experience strategies. This study examined the levels of CRM, customer experience, and customer loyalty; compared customer loyalty across demographic characteristics; and investigated the effects of CRM and customer experience on customer loyalty. A quantitative cross-sectional survey was conducted with 400 consumers in Thailand who had purchased fashion products online. Data were collected using a structured questionnaire with five-point Likert-scale items and analyzed using descriptive statistics, one-way ANOVA, and multiple regression analysis. The findings showed that CRM, customer experience, and customer loyalty were at high levels, with overall mean scores of 3.96, 3.96, and 3.90, respectively. Customer loyalty differed significantly by age, education, and occupation, but not by gender. CRM significantly influenced customer loyalty, explaining 35.50% of its variance. Customer relationship, understanding customer expectations, and interactive communication management had significant positive effects, whereas customer follow-up was not significant. Customer experience significantly influenced customer loyalty, explaining 43.40% of its variance, with all four dimensions showing significant effects and product experience having the strongest effect. The findings indicate that online fashion businesses should strengthen customer relationships, understand customer expectations, enhance interactive communication, and improve product and purchasing experiences. Integrating effective CRM with a consistent and positive customer experience can strengthen customer loyalty, encourage repeat purchases, and support long-term competitiveness.

Keywords:

Customer experience
Customer loyalty
Customer relationship management
E-commerce
Online fashion businesses.

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1. Introduction

1.1. Background and Importance of the Problem

Over the past decade, electronic commerce (e-commerce) has experienced substantial growth at both the global and national levels. The rapid development of digital technology, internet accessibility, social media, and online payment systems has fundamentally changed the way consumers search for, evaluate, purchase, and interact with products and brands. Global e-commerce sales were reported to exceed \$6.3 trillion in 2024, while the number of online shoppers worldwide exceeded 2.8 billion. These developments indicate that online purchasing has become an established component of contemporary consumer behavior rather than merely an alternative purchasing channel (GO-Globe, 2024). In Thailand, the value of e-commerce has also expanded significantly, reaching approximately 5.43 trillion Baht in 2022 and being projected to increase to approximately 5.96 trillion Baht in 2023 (Electronic Transactions Development Agency (ETDA), 2024). The continuing expansion of digital commerce therefore creates substantial opportunities for businesses while simultaneously increasing the intensity of competition among online sellers. The growth of e-commerce has particularly affected the fashion industry, where consumers can access a wide range of clothing, footwear, bags, accessories, and other fashion products through websites, mobile applications, social media, and marketplace platforms. Online fashion businesses have benefited from the ability to overcome geographical and time limitations, allowing consumers to access products conveniently and rapidly (Statista, 2025). Digital technologies such as recommendation systems, artificial intelligence, social media platforms, and data analytics have also contributed to the development of online fashion businesses by enabling firms to understand consumer behavior and improve the overall shopping experience (Ramesh & Rao, 2020). Consequently, the online fashion market has become an important component of the digital economy and an increasingly competitive business environment.

The fashion industry is characterized by rapidly changing trends, diverse consumer preferences, intense competition, and a continuous need for innovation. The global fashion industry generated economic value of nearly \$3 trillion and was associated with more than 50 million workers worldwide, demonstrating its considerable economic significance (Office of Commercial Affairs, 2023). At the same time, fashion businesses must respond to changing consumer behavior, economic uncertainty, technological development, and the increasing importance of digital marketing. In Thailand, the fashion market has increasingly shifted from traditional physical stores toward online and omni-channel business models. In particular, apparel, footwear, sportswear, at leisure, and luxury fashion have been influenced by the growth of e-commerce, social media, creator economies, and changing consumer lifestyles. The online fashion market is therefore characterized not only by growth opportunities but also by considerable competitive pressure. Competition in online commerce has become particularly intense because consumers can compare products, prices, promotions, brands, and service quality across numerous sellers within a very short period of time. More than 61% of e-commerce entrepreneurs identified competition from new market entrants as an important challenge, while marketplace and social commerce channels have increasingly contributed to transaction opportunities and purchasing frequency (Deeboon, 2024). In addition, consumers have demonstrated relatively frequent online purchasing behavior, suggesting that businesses must continuously develop strategies to attract customers, retain existing customers, and encourage repeat purchases. Price competition, promotional activities, product presentation, delivery services, and customer service have therefore become important factors influencing the ability of online businesses to remain competitive.

Within this competitive environment, customer relationship management (CRM) has become an important strategic approach for developing and maintaining long-term relationships with customers. CRM involves the systematic management of interactions between businesses and customers with the objective of understanding customer needs, responding to expectations, improving satisfaction, and strengthening long-term relationships. CRM activities may include collecting and analyzing customer information, communicating with customers on an individual basis, providing appropriate offers, and responding to customer needs in a timely manner (El-Khalil, Caculidis Tudor, & Nedelcea, 2025). In the digital environment, the use of electronic CRM (e-CRM) can further facilitate communication and information management, thereby reducing the distance between businesses and customers and potentially increasing customer loyalty and repeat-purchase behavior (Safari, Safari, Olesen, & Shahmehar, 2016). The importance of CRM in online fashion businesses can also be considered through several dimensions. Lawson-Body and Limayem (2004)

identified important CRM components involving customer prospecting, customer relationships, interactive communication management, and understanding customer expectations. These components are particularly relevant to online fashion businesses because digital platforms provide businesses with opportunities to collect customer information, communicate continuously, understand purchasing behavior, and provide personalized products and services. Furthermore, [Peck, Payne, Christopher, and Clark \(1999\)](#) suggested that the development of relationships between organizations and customers can contribute to customer loyalty. Therefore, effective CRM can serve as a strategic mechanism through which online fashion businesses move beyond individual transactions and establish longer-term relationships with customers.

In addition to CRM, customer experience has become increasingly important in online shopping environments. Customer experience refers to customers' perceptions, feelings, and impressions arising from interactions with a business across different touchpoints. In online fashion businesses, these touchpoints may include searching for product information, browsing websites or applications, evaluating products, placing orders, making payments, receiving products, and obtaining after-sales services. [Pei, Guo, Wu, Zhou, and Yeh \(2020\)](#) classified customer experience into four important dimensions: product experience, service-process experience, shopping-environment experience, and employee-service experience. These dimensions indicate that customer experience is not limited to the product itself but encompasses the entire process through which customers interact with a business. The importance of customer experience is particularly evident in the fashion industry because fashion products are strongly associated with consumers' perceptions, emotions, lifestyles, and self-expression. Product design, packaging, communication, shopping convenience, service processes, and employee interactions can influence how customers perceive a brand and its value. [Ramesh and Rao \(2020\)](#) emphasized that product experience involves customers' emotional, cognitive, and motivational responses arising from interactions with products, while [Schifferstein and Hekkert \(2008\)](#) described product experience as a psychological response generated through interaction with products. In addition, [Zarantonello, Schmitt, and Brakus \(2007\)](#) indicated that product experiences can stimulate customer satisfaction, interest, and confidence in a brand.

Customer experience can consequently influence customer satisfaction, engagement, and loyalty. [Carbone and Haeckel \(1994\)](#) explained that experience results from interactions between organizations and customers and can influence consumer perceptions and behaviors over the longer term. Positive customer experiences can encourage customers to remain with a particular business, purchase repeatedly, recommend the business to others, and develop stronger relationships with the brand. In online fashion businesses, where customers have numerous alternatives available with only a few clicks, providing a consistent and positive customer experience can therefore become an important source of competitive advantage. Another critical outcome for online fashion businesses is customer loyalty. Customer loyalty represents customers' willingness and behavior to continuously support a business or brand. Loyalty may be reflected through repeat purchases, preference for the same seller over competitors, participation in brand activities, and recommendations to others. It may also involve positive attitudes, satisfaction, emotional attachment, trust, and confidence in the quality and value offered by the business. [Oliver \(1999\)](#) conceptualized customer loyalty as a commitment that supports continued purchasing behavior despite situational influences and marketing efforts from competitors. In the context of online fashion businesses, customer loyalty is therefore important because it can contribute to repeat purchases, positive word-of-mouth, customer retention, and long-term business sustainability.

The relationship among CRM, customer experience, and customer loyalty is particularly important in online fashion businesses because customers can easily switch between competing sellers. Unlike traditional retail environments, online customers do not necessarily need to remain with one business because switching costs are generally low and product alternatives are readily available. Consequently, businesses must provide reasons for customers to remain loyal beyond price-based competition. Effective CRM can help businesses understand customers and develop personalized relationships, while positive customer experiences can strengthen satisfaction, trust, emotional attachment, and perceived value. Together, these factors may contribute to stronger customer loyalty. The existing literature and the conceptual framework developed for this study support the examination of CRM and customer experience as factors influencing customer loyalty in online fashion businesses. In the research framework, CRM consists of customer prospecting, customer relationships, interactive communication management, and understanding customer expectations, based on [Lawson-Body and Limayem \(2004\)](#). Customer experience consists of product experience, service-process experience, shopping-environment experience, and employee-service experience, based on [Pei et al. \(2020\)](#). Customer loyalty is examined as the dependent variable, following the conceptualization of [Oliver \(1999\)](#).

Therefore, the study is important both academically and practically. Academically, the study contributes to a better understanding of how CRM and customer experience are associated with customer loyalty within the specific context of online fashion businesses. Practically, the findings can provide useful information for online fashion entrepreneurs in developing customer relationship strategies, improving customer experiences, increasing repeat purchases, encouraging positive word-of-mouth, and strengthening competitive advantage. These expected benefits are consistent with the original research proposal, which identifies CRM and customer experience as important factors for understanding customer behavior and improving long-term customer loyalty in the digital fashion market.

1.2. Research Question

Based on the background and significance of the problem, the rapid expansion of online commerce and the increasing competitiveness of online fashion businesses raise important questions regarding how businesses can retain customers and develop long-term customer loyalty. This study addresses the following research questions.

1. What are the levels of CRM, customer experience, and customer loyalty among customers of online fashion businesses?
2. Does customer loyalty in online fashion businesses differ according to customers' demographic characteristics?
3. Does CRM significantly influence customer loyalty in online fashion businesses?
4. Does customer experience significantly influence customer loyalty in online fashion businesses?

1.3. Research Objective

The general objective of this study is to investigate the factors influencing customer loyalty in online fashion businesses, with particular emphasis on customer relationship management and Customer experience. Based on the research questions and conceptual framework, the specific objectives are as follows:

1. To study the levels of CRM, customer experience, and customer loyalty among customers of online fashion businesses.
2. To compare customer loyalty among customers of online fashion businesses according to their demographic characteristics.
3. To examine the influence of CRM on customer loyalty in online fashion businesses.
4. To examine the influence of customer experience on customer loyalty in online fashion businesses.

2. Literature Review

2.1. Related Concepts and Theories

2.1.1. Customer Relationship Management

CRM refers to a strategic approach for managing interactions between an organization and its customers to develop long-term relationships, understand customer needs, and improve customer value (Lawson-Body and Limayem (2004). CRM involves activities such as customer prospecting, customer relationship development, interactive communication, and understanding customer expectations (Lawson-Body & Limayem, 2004). In the digital environment, electronic customer relationship management (e-CRM) enables businesses to use digital technologies and customer information to improve communication and strengthen relationships with customers (Safari et al., 2016). Effective CRM can therefore contribute to customer satisfaction, retention, and loyalty (Peck et al., 1999).

2.1.2. Customer Experience

Customer experience refers to customers' perceptions, feelings, and responses resulting from their interactions with a business and its products or services (Carbone & Haeckel, 1994). In online shopping, customer experience encompasses multiple touchpoints, including product information, website or application interaction, purchasing processes, payment, delivery, and after-sales service. Pei et al. (2020) identified four dimensions of customer experience: product experience, service-process experience, shopping-environment experience, and employee-service experience. Product experience can involve customers' emotional, cognitive, and motivational responses to products (Ramesh & Rao, 2020) while product interaction can generate psychological responses that influence perceptions of value and satisfaction (Schifferstein & Hekkert, 2008). Positive experiences can strengthen customer satisfaction and engagement with a brand (Zarantonello et al., 2007).

2.1.3. Customer Loyalty

Customer loyalty refers to a customer's commitment to continue purchasing or supporting a particular product, service, or brand despite situational influences and competitors' marketing efforts (Oliver, 1999). Loyalty can be expressed through repeat purchases, preference for a particular seller, positive word-of-mouth, and recommendations to others. In online fashion businesses, customer loyalty is particularly important because customers can easily compare products and switch between competing sellers. Therefore, developing long-term customer relationships and positive customer experiences can help businesses strengthen customer loyalty (Oliver, 1999; Peck et al., 1999).

2.1.4. Relationship Marketing Theory

Relationship marketing emphasizes the development and maintenance of long-term relationships between organizations and customers rather than focusing solely on individual transactions. Building customer relationships through communication, trust, commitment, and value creation can contribute to customer retention and loyalty (Peck et al., 1999). This perspective provides a theoretical foundation for examining CRM as a factor influencing customer loyalty in online fashion businesses.

2.1.5. Customer Experience Theory

Customer experience theory emphasizes that customers evaluate businesses based on their overall experiences across multiple interactions and touchpoints rather than solely on the functional attributes of a product. Positive experiences can influence customer perceptions, attitudes, and subsequent behaviors (Carbone & Haeckel, 1994). Therefore, customer experience provides an important theoretical basis for examining its influence on customer loyalty.

2.2. Literature Surveys

Previous studies have demonstrated that CRM can contribute to the development of customer loyalty. Lawson-Body and Limayem (2004) emphasized the importance of customer prospecting, customer relationships, interactive communication, and understanding customer expectations as important components of CRM. In the electronic commerce environment, Safari et al. (2016) found that e-CRM can support customer relationships by improving communication and the management of customer information. Similarly, Peck et al. (1999) indicated that developing relationships between organizations and customers can contribute to customer loyalty. Previous research has also emphasized the importance of customer experience in influencing customer responses and behaviors. Carbone and Haeckel (1994) proposed that customer experience is created through interactions between organizations and customers and can influence perceptions and behaviors over time. Schifferstein and Hekkert (2008) explained that product experience represents psychological responses resulting from interactions with products. Zarantonello et al. (2007) further indicated that experiences with products and brands can influence customer responses, including satisfaction and engagement. In the context of online fashion businesses, these relationships are particularly relevant because customers can easily compare products, prices, promotions, and services across different online sellers. Consequently, CRM and customer experience may provide businesses with mechanisms for differentiating themselves beyond price competition and developing stronger customer loyalty (Oliver, 1999; Peck et al., 1999). However, although previous studies have examined CRM, customer experience, and customer loyalty, further research is needed to examine these variables together within the specific context of online fashion businesses. The rapidly changing digital environment, increasing competition, and changing consumer behavior provide a relevant context for examining how CRM and customer experience influence customer loyalty.

2.3. Conceptual Framework

Based on the literature review, this study proposes that customer relationship management and customer experience influence customer loyalty in online fashion businesses. CRM consists of four dimensions: customer prospecting, customer relationships, interactive communication management, and understanding customer expectations (Lawson-Body & Limayem, 2004). Customer experience consists of four dimensions: product experience, service-process experience, shopping-environment experience, and employee-service experience (Pei et al., 2020). Customer loyalty represents the dependent variable and follows the conceptualization of Oliver (1999) which emphasizes customers' commitment to continued purchasing and support of a business or brand.

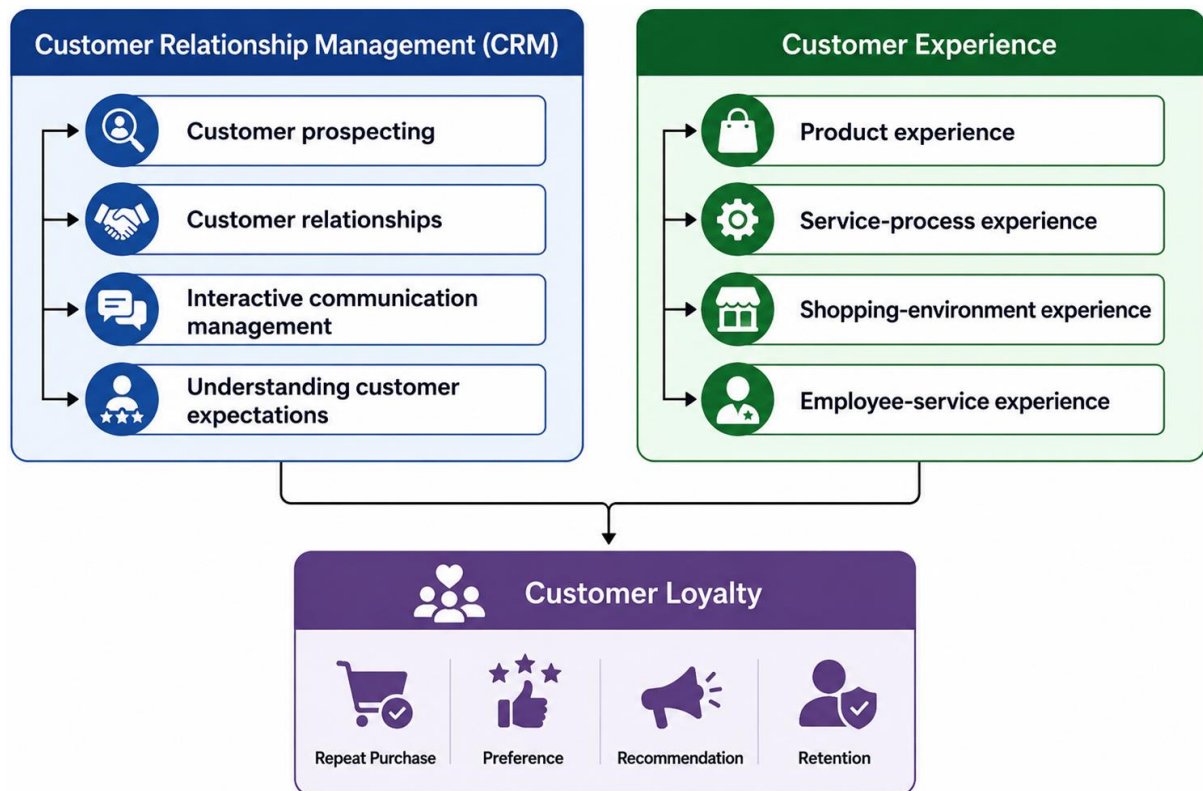


Figure 1. Conceptual Framework.

The proposed framework is supported by relationship marketing theory, which emphasizes the development of long-term customer relationships (Peck et al., 1999) and customer experience theory, which emphasizes the influence of customer interactions on perceptions and subsequent behaviors (Carbone & Haeckel, 1994).

2.4. Research Hypothesis

Based on relationship marketing theory and previous empirical literature, effective CRM enables businesses to understand customer needs, communicate with customers, and develop stronger relationships. These activities can contribute to customer retention and loyalty (Lawson-Body & Limayem, 2004; Peck et al., 1999; Safari et al., 2016). Therefore, the following hypothesis is proposed.

- H₁: CRM has a significant positive influence on customer loyalty in online fashion businesses.*
- H_{1a}: Customer relationship has a significant positive influence on customer loyalty.*
- H_{1b}: Understanding customer expectations has a significant positive influence on customer loyalty.*
- H_{1c}: Interactive communication management has a significant positive influence on customer loyalty.*
- H_{1d}: Customer follow-up has a significant positive influence on customer loyalty.*
- H₂: Customer experience has a significant positive influence on customer loyalty in online fashion businesses.*
- H_{2a}: Product experience has a significant positive influence on customer loyalty.*
- H_{2b}: Service-process experience has a significant positive influence on customer loyalty.*
- H_{2c}: Purchasing-environment experience has a significant positive influence on customer loyalty.*
- H_{2d}: Employee-service experience has a significant positive influence on customer loyalty.*

3. Research Methodology

3.1. Research Design

This study employs a quantitative research design to investigate the influence of CRM and customer experience on customer loyalty in online fashion businesses. A cross-sectional survey method is adopted to collect data from respondents at a single point in time. This approach is appropriate because the study aims to examine the relationships among CRM, customer experience, and customer loyalty based on consumers' actual experiences with online fashion businesses. A structured questionnaire is used as the primary research instrument to ensure consistency in data collection across all respondents. The questionnaire items are developed from relevant concepts and previous empirical studies and are designed to measure the dimensions of each research construct. The collected data are analyzed using descriptive and inferential statistics to describe the characteristics of the respondents, assess the measurement properties of the research constructs, examine the relationships among the variables, and test the proposed research hypotheses. Structural equation

modeling (SEM) is employed to evaluate both the measurement model and the structural model and to determine the extent to which CRM and customer experience influence customer loyalty.

3.2. Population and Sample

The population of this study consists of consumers in Thailand who have purchased fashion products through online channels, including websites, mobile applications, social media platforms, and online marketplaces. The target population is selected because online fashion consumers have direct experience with digital purchasing processes and interactions with online sellers, enabling them to evaluate customer relationship management, customer experience, and customer loyalty. The study focuses on consumers who have purchased fashion products such as clothing, footwear, bags, accessories, sportswear, and other related fashion products through online channels. The sample consists of consumers who have sufficient experience with online fashion purchasing to provide meaningful evaluations of the research variables.

To ensure that respondents are relevant to the research objectives, purposive sampling is employed based on predetermined screening criteria. Respondents are required to be consumers who have purchased fashion products through an online channel and have sufficient experience to evaluate their interactions and experiences with the online fashion business. Respondents who do not meet these criteria or provide incomplete questionnaires are excluded from the final dataset. The required sample size is determined based on the requirements of structural equation modeling and the complexity of the proposed research model. An adequate sample size is necessary to obtain stable parameter estimates and reliable statistical results. After data collection, the completed questionnaires are screened for completeness, consistency, and suitability for analysis. Questionnaires containing substantial missing information or responses that do not meet the established criteria are removed. The remaining valid questionnaires are used as the final sample for statistical analysis. This sampling procedure helps ensure that the collected data appropriately represent consumers with relevant experience in online fashion purchasing and are suitable for examining the proposed relationships among CRM, customer experience, and customer loyalty.

3.3. Research Instruments

A structured questionnaire is developed based on relevant concepts, theories, and measurement dimensions identified from previous studies. The questionnaire is designed to obtain information that directly corresponds to the research objectives and conceptual framework. It is divided into four sections covering demographic information, customer relationship management, customer experience, and customer loyalty. The first section collects demographic and general online purchasing information, such as gender, age, education, occupation, income, frequency of online fashion purchases, and the types of online channels used for purchasing fashion products. The second section measures CRM using four dimensions: customer prospecting, customer relationships, interactive communication management, and understanding customer expectations, based on [Lawson-Body and Limayem \(2004\)](#). The third section measures customer experience using four dimensions: product experience, service-process experience, shopping-environment experience, and employee-service experience, based on [Pei et al. \(2020\)](#). The fourth section measures customer loyalty based on the conceptualization of [Oliver \(1999\)](#) focusing on customers' willingness to continue purchasing, preference for the same business or brand, intention to repurchase, and willingness to recommend the business to others.

The measurement items are assessed using a five-point Likert scale ranging from 1 = strongly disagree to 5 = strongly agree. The use of a five-point scale enables respondents to indicate the degree to which they agree with each statement and facilitates quantitative comparison across the research constructs. Prior to the actual data collection, the questionnaire is reviewed by qualified experts to evaluate the appropriateness, clarity, relevance, and coverage of the measurement items. Content validity is assessed to ensure that the items adequately represent the concepts being measured. Following the expert review, the questionnaire is revised according to the recommendations received. A pilot test is then conducted with respondents who possess characteristics similar to those of the target population. The reliability of the measurement items is assessed using Cronbach's alpha coefficient to determine the internal consistency of each construct. Items that demonstrate insufficient reliability or ambiguity are considered for revision before the final questionnaire is administered.

3.4. Data Collection

Data are collected through an online questionnaire distributed to consumers who meet the established inclusion criteria. Online data collection is considered appropriate for this study because the target respondents are consumers with experience using digital channels to purchase fashion products. The questionnaire can therefore be distributed through online platforms and social media channels that provide access to potential respondents with relevant purchasing experience. Prior to completing the questionnaire, respondents are provided with information about the purpose and objectives of the study, the voluntary nature of participation, and the confidentiality of the information provided. Respondents are informed that their participation is voluntary and that they may choose not to participate. No personally identifiable information is required unless necessary for the research process. The questionnaire is designed to allow respondents to

complete the survey independently and provide answers based on their actual experiences with online fashion businesses. After the questionnaires are returned, the responses are initially screened for completeness and consistency. Responses from participants who do not meet the established screening criteria are excluded from the analysis. Questionnaires with substantial missing data, duplicated responses, or patterns indicating inappropriate completion are also removed. The valid questionnaires are subsequently coded and organized into a dataset for statistical analysis. Data preparation includes checking for missing values, reviewing the distribution of responses, and ensuring that all variables are coded consistently before conducting the statistical analysis.

3.5. Statistics Used for Data Analysis

The collected data are analyzed using both descriptive and inferential statistics. Descriptive statistics, including frequency, percentage, mean, and standard deviation, are used to summarize the demographic characteristics and online purchasing behavior of the respondents. These statistics are also used to describe the overall levels of customer relationship management, customer experience, and customer loyalty and to provide an overview of respondents' perceptions of the research variables. Before testing the hypotheses, the measurement model is evaluated to determine whether the measurement items adequately represent their respective constructs. The assessment includes reliability and validity analysis. Internal consistency reliability is examined using Cronbach's alpha and composite reliability. Convergent validity is assessed using factor loadings and average variance extracted (AVE), while discriminant validity is examined to determine whether the constructs are sufficiently distinct from one another.

Inferential statistics are subsequently used to examine the relationships among customer relationship management, customer experience, and customer loyalty. Structural equation modeling (SEM) is employed to assess both the measurement model and the structural model. The measurement model is evaluated to confirm the reliability and validity of the constructs, while the structural model is used to examine the proposed relationships and determine the influence of customer relationship management and customer experience on customer loyalty. The structural model is evaluated using relevant model assessment criteria, including path coefficients, coefficient of determination (R^2), effect size (f^2), and predictive relevance (Q^2), where appropriate. Bootstrapping is used to determine the significance of the estimated path coefficients and to test the proposed research hypotheses. A statistical significance level of 0.05 is established as the criterion for hypothesis testing. The results are presented in tables and interpreted in accordance with the research objectives and conceptual framework.

4. Data Analysis and Findings

4.1. Introduction

This chapter presents the findings of the study on CRM, customer experience, and customer loyalty in online fashion businesses. The analysis was conducted based on data obtained from 400 respondents. The results are presented according to the research objectives and include descriptive statistics, demographic comparisons, and multiple regression analysis. The chapter focuses on four major areas: (1) descriptive characteristics of the respondents and their online fashion purchasing behavior, (2) the level of customer relationship management, customer experience, and customer loyalty, (3) differences in customer loyalty according to demographic characteristics, and (4) the effects of CRM and customer experience on customer loyalty. The original research objectives specifically examine the levels of CRM, customer experience, and customer loyalty; differences in customer loyalty according to demographic factors; and the effects of CRM and customer experience on customer loyalty.

4.2. Data Analysis of the Quantitative Data

4.2.1. Respondent Characteristics and Purchasing Behavior

The study collected data from 400 respondents. Female respondents represented the largest group, accounting for 59.3%, followed by males at 28.5% and LGBTQ+ respondents at 12.3%. The largest age group was 30–39 years, representing 43.5% of the sample, while respondents with a bachelor's degree represented 62.0%. Private-company employees constituted the largest occupational group at 36.8%.

Table 1. Summary of respondent characteristics.

Characteristic	Highest-Frequency Category	Frequency	Percentage
Gender	Female	237	59.3
Age	30–39 Years	174	43.5
Education	Bachelor's Degree	248	62.0
Occupation	Private-Company Employee	147	36.8
Monthly Income	25,001–35,000 Baht	138	34.5
Total Sample		400	100.0

The purchasing behavior results indicate that 44.8% of respondents purchased online fashion products five to six times per month. The most common expenditure per purchase was 1,001-2,000 baht (44.5%). TikTok Shop was the most frequently used purchasing channel (35.3%), followed by Facebook (31.0%). The evening was the most popular purchasing period (42.5%), while bags were the most frequently purchased fashion product (31.0%).

4.2.2. Customer Relationship Management

The overall level of CRM was high, with a mean of 3.96 and a standard deviation of 0.48. All four dimensions were rated at a high level. Understanding customer expectations received the highest mean score (3.98), followed by customer follow-up (3.97), interactive communication management (3.96), and customer relationships (3.95).

Table 2. Descriptive statistics of customer relationship management.

CRM Dimension	Mean	S.D.	Level
Customer Relationship	3.95	0.57	High
Understanding Customer Expectations	3.98	0.57	High
Interactive Communication Management	3.96	0.59	High
Customer follow-up	3.97	0.60	High
Overall CRM	3.96	0.48	High

These results indicate that respondents generally perceived online fashion businesses as effective in maintaining customer relationships and understanding customer expectations.

4.2.3. Customer Experience

Customer experience was also rated at a high level, with an overall mean of 3.96 and standard deviation of 0.46. The highest-rated dimensions were experience from the service process and experience from employee service, both with a mean of 3.99. Product experience had the lowest mean, although it remained at a high level (3.88).

Table 3. Descriptive statistics of customer experience.

Customer Experience Dimension	Mean	S.D.	Level
Product Experience	3.88	0.54	High
Service-Process Experience	3.99	0.57	High
Purchasing-Environment Experience	3.97	0.57	High
Employee-Service Experience	3.99	0.58	High
Overall Customer Experience	3.96	0.46	High

The results suggest that customers particularly valued convenient service processes and the quality of employee service. For example, the convenience of selecting, ordering, and paying for products online received a mean of 4.05.

4.2.4. Customer Loyalty

Overall customer loyalty was rated at a high level (Mean = 3.90, S.D. = 0.53). The highest-rated item concerned customers' tendency to select the online store as their first choice when purchasing fashion products (Mean = 3.96, S.D. = 0.79). The lowest-rated item concerned the intention to repurchase from the same online store in the future (Mean = 3.84, S.D. = 0.71).

Table 4. Descriptive statistics of customer loyalty.

Customer Loyalty Indicator	Mean	S.D.	Level
Intention to repurchase	3.84	0.71	High
First-choice preference	3.96	0.79	High
Willingness to recommend	3.88	0.72	High
Continued choice despite competitors	3.93	0.76	High
Relationship and confidence	3.88	0.74	High
Overall Customer Loyalty	3.90	0.53	High

4.2.5. Differences in Customer Loyalty by Demographic Characteristics

One-way ANOVA was used to examine whether customer loyalty differed according to demographic characteristics. Gender did not produce a statistically significant difference ($F = 2.438$, $p = .089$). However, significant differences were found for age ($F = 7.005$, $p < .001$), education ($F = 3.045$, $p = .049$), and occupation ($F = 10.211$, $p < .001$).

Table 5. Summary of ANOVA results for demographic differences in customer loyalty.

Demographic Variable	F	Sig.	Result
Gender	2.438	0.089	Not significant
Age	7.005	0.000	Significant
Education	3.045	0.049	Significant
Occupation	10.211	0.000	Significant

The age group below 20 years had the highest customer loyalty mean (4.23), whereas the 30–39-year group had the lowest mean (3.81). For education, respondents below bachelor's degree had the highest mean (4.00). Students showed the highest customer loyalty among occupational groups, with a mean of 4.28.

4.2.6. Effect of Customer Relationship Management on Customer Loyalty

Multiple regression analysis was conducted to determine the effects of the four CRM dimensions on customer loyalty. The regression model was statistically significant ($F = 54.311$, $p < .001$), with $R = 0.596$, $R^2 = 0.355$, and Adjusted $R^2 = 0.348$. Thus, the four CRM dimensions jointly explained 35.50% of the variance in customer loyalty.

Table 6. Multiple regression analysis of CRM and customer loyalty.

CRM Dimension	B	Beta	t	Sig.	Result
Customer Relationship	0.118	0.127	2.405	0.017	Significant
Understanding Customer Expectations	0.152	0.164	3.089	0.002	Significant
Interactive Communication Management	0.284	0.318	5.557	0.000	Significant
Customer Follow-Up	0.091	0.104	1.861	0.063	Not Significant
R	0.596				
R ²	0.355				
Adjusted R ²	0.348				
F	54.311				
Sig.	0.000				

Interactive communication management had the strongest positive effect ($\beta = 0.318$), followed by understanding customer expectations ($\beta = 0.164$) and customer relationship ($\beta = 0.127$). Customer follow-up was not statistically significant ($p = .063$).

4.2.7. Effect of Customer Experience on Customer Loyalty

Customer experience also had a statistically significant effect on customer loyalty. The regression model produced $R = 0.659$, $R^2 = 0.434$, Adjusted $R^2 = 0.429$, and $F = 75.827$ ($p < .001$). Therefore, the four dimensions of customer experience jointly explained 43.40% of the variance in customer loyalty.

Table 7. Multiple regression analysis of customer experience and customer loyalty.

Customer Experience Dimension	B	Beta	t	Sig.	Result
Product Experience	0.250	0.255	5.468	0.000	Significant
Service-Process Experience	0.104	0.114	2.173	0.030	Significant
Purchasing-Environment Experience	0.222	0.242	4.561	0.000	Significant
Employee-Service Experience	0.182	0.202	3.977	0.000	Significant
R	0.659				
R ²	0.434				
Adjusted R ²	0.429				

All four dimensions had significant positive effects on customer loyalty. Product experience had the strongest standardized effect ($\beta = 0.255$), followed by purchasing-environment experience ($\beta = 0.242$), employee-service experience ($\beta = 0.202$), and service-process experience ($\beta = 0.114$).

4.3. Summary of the Results

The findings demonstrate that respondents perceived CRM, customer experience, and customer loyalty in online fashion businesses at high levels. Overall CRM achieved a mean of 3.96, while customer experience achieved a mean of 3.96 and customer loyalty achieved a mean of 3.90.

The demographic analysis showed that customer loyalty did not differ significantly by gender. In contrast, significant differences were found according to age, education, and occupation. The findings therefore indicate that customer demographic characteristics, particularly age, education, and occupation, should be considered when developing customer loyalty strategies. The regression results provide stronger evidence regarding the determinants of customer loyalty. CRM explained 35.50% of the variance in customer loyalty,

with interactive communication management being the strongest significant predictor. Customer experience explained 43.40% of the variance, and all four dimensions were significant predictors.

Table 8. Summary of hypothesis testing.

Hypothesis	Relationship	Statistical Result	Decision
H1.1	Gender → Customer Loyalty	$p = 0.089$	Rejected
H1.2	Age → Customer Loyalty	$p < 0.001$	Accepted
H1.3	Education → Customer Loyalty	$p = 0.049$	Accepted
H1.4	Occupation → Customer Loyalty	$p < 0.001$	Accepted
H2.1	Customer relationship → Customer Loyalty	$p = 0.017$	Accepted
H2.2	Customer expectations → Customer Loyalty	$p = 0.002$	Accepted
H2.3	Interactive communication → Customer Loyalty	$p < 0.001$	Accepted
H2.4	Customer follow-up → Customer Loyalty	$p = 0.063$	Rejected
H3.1	Product experience → Customer Loyalty	$p < 0.001$	Accepted
H3.2	Service-process experience → Customer Loyalty	$p = 0.030$	Accepted
H3.3	Purchasing-environment experience → Customer Loyalty	$p < 0.001$	Accepted
H3.4	Employee-service experience → Customer Loyalty	$p < 0.001$	Accepted

Overall, the findings support the importance of both CRM and customer experience in strengthening customer loyalty in online fashion businesses. The original hypothesis summary likewise reports acceptance of the three significant CRM dimensions and all four customer experience dimensions, while the customer-follow-up dimension was rejected. In conclusion, the quantitative evidence indicates that improving interactive communication, understanding customer expectations, maintaining strong customer relationships, product experience, purchasing environment, employee service, and service processes can contribute to stronger customer loyalty. Among the two major explanatory variables, customer experience demonstrated the higher explanatory power ($R^2 = 0.434$) compared with CRM ($R^2 = 0.355$), indicating that customer experience was the stronger overall predictor of customer loyalty in this study.

5. Conclusion, Discussion, and Recommendation

5.1. Conclusion

The study examined customer relationship management, customer experience, and customer loyalty in online fashion businesses based on data from 400 respondents. The findings showed that customer relationship management, customer experience, and customer loyalty were all at high levels. customer relationship management obtained an overall mean of 3.96, customer experience obtained an overall mean of 3.96, and customer loyalty obtained an overall mean of 3.90. These findings indicate that respondents generally had positive perceptions of their relationships, interactions, purchasing experiences, and loyalty toward online fashion businesses. The findings regarding demographic characteristics showed that customer loyalty did not significantly differ according to gender. However, significant differences were found according to age, education, and occupation. Younger respondents, respondents with different educational backgrounds, and respondents in different occupational groups demonstrated different levels of customer loyalty. These findings indicate that demographic characteristics should be considered when online fashion businesses develop strategies to strengthen customer loyalty. The results of the regression analysis showed that customer relationship management had a significant positive influence on customer loyalty. The overall model explained 35.50% of the variance in customer loyalty. customer relationship, understanding customer expectations, and interactive communication management had significant positive effects, while customer follow-up did not have a statistically significant effect. Among the significant dimensions, interactive communication management had the strongest influence on customer loyalty. customer experience also had a significant positive influence on customer loyalty and explained 43.40% of its variance. All four dimensions, namely product experience, service-process experience, purchasing-environment experience, and employee-service experience, had significant positive effects on customer loyalty. Product experience had the strongest influence, followed by purchasing-environment experience, employee-service experience, and service-process experience. Overall, the findings indicate that both customer relationship management and customer experience are important factors in developing customer loyalty in online fashion businesses.

5.2. Discussion

The findings demonstrate that customer relationship management is an important factor influencing customer loyalty in online fashion businesses. The significant effects of customer relationship, understanding customer expectations, and interactive communication management indicate that customers are more likely to remain loyal when businesses establish relationships, understand customer needs, and communicate effectively with customers.

In particular, interactive communication management showed the strongest influence, suggesting that timely and effective communication through online channels can strengthen customers' relationships with the business and encourage continued patronage. However, customer follow-up did not have a significant effect, indicating that follow-up activities alone may not be sufficient to increase customer loyalty unless they provide meaningful value to customers. The findings also show that customer experience has a significant positive influence on customer loyalty. The significant effects of all four dimensions indicate that loyalty is influenced by customers' overall experiences rather than by a single aspect of the purchasing process. Product experience had the strongest effect, suggesting that customers place considerable importance on the quality and suitability of products purchased online. purchasing-environment experience and employee-service experience also significantly influenced loyalty, demonstrating the importance of an attractive and convenient shopping environment and effective service from employees. service-process experience had the lowest standardized effect among the four dimensions but remained statistically significant, indicating that convenient ordering, payment, delivery, and other service processes continue to contribute to customer loyalty. When comparing the explanatory power of the two models, customer experience explained 43.40% of the variance in customer loyalty, while customer relationship management explained 35.50%. This indicates that customer experience had greater explanatory power in this study. The finding suggests that online fashion businesses should not focus only on maintaining customer relationships but should also provide a consistent and positive experience throughout the customer's purchasing journey. Combining effective relationship management with high-quality customer experiences can therefore provide a stronger foundation for developing customer loyalty.

5.3. Recommendation

Online fashion businesses should prioritize the development of interactive communication with customers by providing accurate, timely, and useful information through online channels. Businesses should also improve their understanding of customer expectations by collecting customer feedback and using customer information to provide products and services that better match customer needs.

Maintaining strong customer relationships should remain an important part of customer retention strategies, while customer follow-up should be redesigned to provide relevant information, personalized offers, or meaningful benefits rather than relying only on routine follow-up activities. Businesses should also place particular emphasis on improving customer experience because it demonstrated the highest explanatory power for customer loyalty. Product quality, accuracy of product information, convenience of the purchasing process, shopping environment, and employee service should be continuously improved. Online fashion businesses should also consider differences among customer groups based on age, education, and occupation when designing marketing and loyalty strategies.

Future research should consider additional variables that may influence customer loyalty and examine other online business contexts or customer groups to provide broader evidence regarding the development of customer loyalty.

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