

The Role of Green Marketing in Building Customer Relationship Management and Customer Loyalty to Skincare Brands

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Abstract: This study aims to analyze the role of green marketing in building Customer Relationship Management (CRM) and customer loyalty in skincare brands. The variables examined include Customer Experience, Green Marketing, Service Quality, and Local Wisdom as independent variables, Customer Relationship Management (CRM) as a mediating variable, and Customer Loyalty as the dependent variable. The study was conducted on four skincare brands implementing green marketing strategies—Avoskin, The Body Shop, Innisfree, and N-Pure—with data collected through an online questionnaire distributed to 394 respondents. Data analysis employed the Partial Least Squares-Structural Equation Modeling (PLS-SEM) method. The findings indicate that Customer Experience ($\beta=0.100$; $p=0.013$), Green Marketing ($\beta=0.288$; $p=0.000$), and Local Wisdom ($\beta=0.497$; $p=0.000$) have a positive and significant effect on CRM, while Service Quality does not significantly affect CRM ($\beta=-0.028$; $p=0.699$). CRM was proven to have a positive and significant effect on Customer Loyalty ($\beta=0.649$; $p=0.000$). Mediation tests confirm that CRM significantly mediates the influence of Customer Experience, Green Marketing, and Local Wisdom on Customer Loyalty, but does not mediate the influence of Service Quality. These findings affirm that authentic green marketing strategies, combined with positive customer experience and local wisdom integration, are key factors in building strong customer relationships and long-term loyalty in the skincare industry.

Keywords: Green Marketing, Customer Relationship Management, Customer Loyalty, Customer Experience, Service Quality, Local Wisdom.

1. Introduction

In recent years, public attention to environmental and sustainability issues has increased significantly. Consumers no longer judge products solely on quality and price, but also consider the environmental impacts caused during production, material use, packaging, and distribution. This behavioral shift has given rise to the concept of green marketing, a marketing strategy that emphasizes environmentally friendly values and sustainability principles as key factors in building product appeal in the eyes of consumers (Royani and Sofriana Imaningsih, 2024). The skincare industry is one of the sectors most impacted by this growing green marketing trend. Rising public awareness of chemical use and the environmental impact of cosmetic waste has encouraged various skincare brands to innovate. Companies have begun producing products made from natural ingredients, using recyclable packaging, and implementing marketing campaigns that emphasize their commitment to environmental conservation. These efforts aim not only to attract new consumers but also to

strengthen long-term relationships with customers through the implementation of Customer Relationship Management (CRM) focused on value, trust, and sustainability (Al Mamun et al., 2023).

However, not all green marketing practices are successful in creating customer loyalty. Some consumers still doubt the authenticity of companies' environmental commitments. This phenomenon is known as greenwashing, where companies claim their products are environmentally friendly without supporting evidence. This demonstrates that the success of green marketing strategies in building customer loyalty is highly dependent on other factors, such as customer experience, service quality, and local wisdom, which contribute to shaping a positive brand image in the eyes of consumers (Nisa et al., 2023).

Amidst increasingly fierce competition in the skincare industry, a company's ability to manage customer relationships is crucial for maintaining customer loyalty. A survey by Usetada (2024) showed that 45% of customers switched to another brand due to an unsatisfactory service experience, an increase from 42% the previous year. This data underscores the importance of Customer Relationship Management (CRM) as a strategy that helps companies understand customer needs, behaviors, and preferences more deeply. Through optimal implementation of Customer Relationship Management (CRM), companies can increase trust, satisfaction, and customer loyalty towards their brand (Idemon and Chairun Nisa, 2024).

In this study, Customer Relationship Management (CRM) is positioned as a mediating variable that bridges the influence of Customer Experience, Green Marketing, Service Quality, and Local Wisdom on Customer Loyalty. In other words, Customer Relationship Management (CRM) functions as an intermediary factor that strengthens the relationship between the implementation of green marketing strategies and Customer Loyalty. Various previous studies have shown that green marketing has a positive influence on Customer Loyalty, both directly and through Customer Relationship Management (CRM) or brand image. Similarly, customer experience, service quality, and local values have also been shown to strengthen customer relationships with brands (Fahira and Moh. Djemdjem Djamaludin, 2023).

Based on this background, this study is entitled "The Role of Green Marketing in Building Customer Relationship Management (CRM) and Customer Loyalty in Skincare Brands." This study aims to analyze the role of green marketing in building Customer Relationship Management (CRM) and increasing customer loyalty in skincare brands. However, previous studies generally only examine green marketing practices within a single brand, thus not providing a comparative overview of the effectiveness of strategies across brands. Therefore, this study examines four skincare brands that implement green marketing strategies, namely Avoskin, The Body Shop, Npure and Innisfree to gain a more comprehensive understanding.

2. Literature Review

According to Gelderman et al., (2021) in the journal *Business Strategy and The Environment*, customer loyalty, or green customer loyalty, is defined as a customer's commitment to maintaining a long-term relationship with a company that cares about the environment and a desire to repurchase preferred green products regularly in the future. Customer loyalty reflects emotional attachment and consistent repurchase behavior, both from a perspective and attitude toward brands perceived as aligned with environmental values. (Chi and Phan, 2025b) in *Sustainability* add that customer loyalty reflects a continued desire to continue purchasing favorite products in the future, which contributes to a company's profitability, business growth, and competitive advantage.

Meanwhile, Niken Resnu Aprilia and Fitria Ridhaningsih, (2025) in the *International Journal of Economics and Management Research* define customer loyalty as a customer's commitment to continue using a service and making repeat purchases despite external influences. This loyalty reflects a customer's desire to maintain a relationship with a company based on previous positive experiences and satisfaction. Pasaribu et al., (2022) in the *International Journal of Data and Network Science* stated that customer loyalty is the tendency of customers to continue to reuse e-commerce services due to satisfaction and trust built through consistent service quality. Furthermore, Lee and Peng, (2021) in *Frontiers in Environmental Science* emphasized that customer loyalty encompasses two dimensions: attitudinal loyalty and behavioral loyalty. These two dimensions describe a customer's willingness to remain loyal to a product or service, even when faced with

environmental changes or competitor strategies, as a result of positive experiences and good relationship quality between the customer and the service provider.

2..1. Relationship between Customer Experience and Customer Relationship Management (CRM)

A positive customer experience significantly impacts the effectiveness of Customer Relationship Management (CRM) in increasing sales. Using Customer Relationship Management (CRM) integrated with customer experience enables companies to better manage customer data, personalize marketing, and accelerate the sales process through automation and data analysis (Tochukwu Ignatius Ijomah et al., 2024). Recent studies show that implementing Customer Relationship Management (CRM) that focuses on customer experience can increase sales conversions by up to 30%, accelerate response to customer needs, and strengthen customer loyalty, all of which have a direct impact on sales growth (Rapeerat Thanyawatpornkul, 2024). Furthermore, Customer Relationship Management (CRM) that prioritizes quality customer experience also helps companies retain existing customers and encourage repeat purchases (Riyanto, 2022). Customer loyalty formed from positive experiences will encourage them to become brand advocates, which indirectly increases sales through recommendations and word of mouth (Aulia, 2022). Thus, the integration of customer experience and Customer Relationship Management (CRM) has proven to be a key strategy in maintaining and improving sales performance amid increasingly fierce business competition (Chandra Panda, 2024).

2..2. The Relationship between Green Marketing and Customer Relationship Management (CRM)

Green marketing has a significant impact on strengthening Customer Relationship Management (CRM) by increasing customer loyalty, trust, and satisfaction. Effective green marketing strategies, such as the use of environmentally friendly products and communicating sustainability values, have been shown to increase consumer loyalty and repurchase intentions, which are at the heart of CRM (Pancić et al., 2023). Furthermore, green marketing also strengthens brand image and customer trust, enabling companies to build stronger, long-term relationships with their customers (Tan et al., 2022). Research also shows that integrating green marketing into CRM encourages sustainable product innovation, ultimately increasing customer satisfaction and strengthening the relationship between companies and customers (Djunaid and Vishnuvardhana, 2024). Implementing green marketing in CRM not only impacts customer relationships but also improves marketing performance and company competitiveness. Studies in the banking sector and other industries show that adopting green marketing strategies strengthens customer loyalty, perceived value, and brand image, all of which contribute to CRM effectiveness (Acheampong et al., 2023). Furthermore, green marketing encourages companies to be more responsive to the needs of environmentally conscious consumers, thereby strengthening customer retention and creating a sustainable competitive advantage (Román-Augusto et al., 2022). Thus, integrating green marketing and CRM is a crucial strategy for building strong, sustainability-oriented customer relationships (Majeed et al., 2022).

2..3. The Relationship between Service Quality and Customer Relationship Management (CRM).

Service quality has been shown to significantly influence the effectiveness of Customer Relationship Management (CRM) across various industrial sectors. Recent research shows that improving service quality, such as efficiency, customer interaction, transparency, and reliability, directly strengthens CRM effectiveness, particularly in the banking and service sectors (Tabassum and S. Chitradevi, 2024). Furthermore, service quality also acts as a crucial mediator connecting CRM dimensions—such as customer focus, knowledge management, and technology—with marketing performance. Therefore, companies that focus on improving service quality tend to have better customer relationships and higher marketing performance (Endah Budiarti, 2024). Another study in the Indonesian automotive sector also confirmed that service quality significantly influences CRM. Although it does not always have a direct impact on customer loyalty, CRM is a key link between service quality and loyalty (Rajagukguk et al., 2024). Research in the public sector and traditional markets shows that service quality and CRM simultaneously have a positive impact on competitive advantage and marketing performance. Service quality dimensions such as tangibles, reliability, responsiveness, assurance, and empathy, when optimized alongside CRM strategies, can increase customer satisfaction and retention (Putra and Negara, 2024).

The practical implication of these findings is that companies need to invest in employee training, CRM technology, and continuous improvement in service quality to build strong and sustainable customer relationships (Al-Gasawneh et al., 2022). Thus, the integration of service quality and CRM is key to creating competitive advantage and customer loyalty in an era of increasingly fierce business competition.

2.4. The Relationship between Local Wisdom and Customer Relationship Management (CRM).

The influence of Local Wisdom on Customer Relationship Management (CRM) is increasingly recognized as a crucial factor in building strong and sustainable customer relationships. Research in the Indonesian tourism sector shows that integrating local cultural elements into differentiation strategies can enhance offering uniqueness, satisfaction, loyalty, and destination image, thereby strengthening long-term relationships with customers (Pratiwi et al., 2025). Another study of MSMEs in Madiun found that Local Wisdom-based mentoring through e-promotion significantly improved digital marketing knowledge and creativity among business owners, which in turn strengthened customer relationships (Karnawijaya et al., 2020).

Another study confirmed that cultural values and the voice of the customer play a crucial role in shaping marketing research collaborations, ultimately enhancing CRM effectiveness (Osakwe et al., 2024). Research in the Thai banking industry also demonstrated that Local Wisdom-based community relationship management can increase brand trust and customer loyalty (Wongsansukcharoen, 2022). These findings confirm that Local Wisdom is not only a cultural asset, but also a key strategy in building and maintaining effective customer relationships in the modern marketing era.

2.5. The Relationship between Customer Experience and Customer Loyalty Through the Mediation of Customer Relationship Management (CRM).

Positive customer experience has been shown to significantly increase customer loyalty, especially when mediated by Customer Relationship Management (CRM) (Suganda and Priadi, 2023). A good customer experience fosters emotional engagement and satisfaction, which is then strengthened through CRM implementation, thus building long-term relationships and customer loyalty (Mokha and Kumar, 2022). Studies in the banking and automotive industries show that CRM acts as an effective mediator, where a quality customer experience enhances the effectiveness of CRM in creating loyalty. Therefore, companies that optimally manage customer experience through CRM are more successful in retaining customers and increasing their loyalty (Rajagukguk et al., 2024). Furthermore, research confirms that CRM not only strengthens the impact of customer experience on loyalty but also mediates the relationship between customer satisfaction and loyalty. CRM enables companies to understand customer needs more personally, provide relevant services, and build meaningful interactions, thereby strengthening customer loyalty. In the context of tight business competition, the integration of customer experience and CRM is a key strategy for creating competitive advantage through sustainable customer loyalty (Mariska et al., 2025).

2.6. The Relationship between Service Quality and Customer Loyalty through the Mediation of Customer Relationship Management (CRM).

Pasaribu et al. (2022); Dewi et al. (2021) demonstrated that service quality dimensions such as reliability, responsiveness, and empathy increase customer satisfaction and loyalty. Pasaribu et al. (2022) also emphasized that consistent and professional service strengthens customer loyalty through positive brand experiences.

Golan Hasan and Kiki Nadila (2022) demonstrated that superior service strengthens customer trust as the core of Customer Relationship Management (CRM), while Aslam et al. (2023) found that effective customer relationship management bridges service quality and loyalty. Thus, Customer Relationship Management (CRM) strengthens the impact of quality service into sustained customer loyalty.

3 METHODS

This study was conducted to analyze how green marketing plays a role in building Customer Relationship Management (CRM) and increasing customer loyalty to skincare brands. This research draws on previous studies and was developed to provide a more relevant scientific understanding in the context of eco-friendly

marketing. The approach used was a quantitative PLS-SEM method. In this study, Green Marketing serves as the independent variable, Customer Relationship Management as the mediating variable, and Customer Loyalty as the dependent variable. These three variables are interrelated in describing the influence of Green Marketing strategies on customer relationships and loyalty to skincare brands. The research subjects in this study were four skincare brands that implement green marketing concepts, both local and international: Avoskin, The Body Shop, Innisfree, and N-pure.

These four brands were selected because they actively communicate the values of sustainability, the use of environmentally friendly ingredients, and environmental concerns in their marketing strategies. The research focused on how the implementation of green marketing strategies by each brand influences Customer Relationship Management (CRM) and its impact on customer loyalty. Research also shows that perceived quality of green marketing products and positive consumer experiences are key factors in building long-term loyalty (Febrianti et al., 2025). Furthermore, consumer education and clear communication strengthen the relationship between brands and customers (Aly et al., 2025). Data collection in this study involved distributing an online questionnaire to skincare users. The questionnaire contained questions and statements based on respondents' perspectives on the advantages or superiority of skincare products that implement green marketing concepts, both from local and international brands. This questionnaire was designed to determine consumers' perceptions of green marketing implementation, customer relationship management (CRM), and their level of loyalty to the skincare brands they use. The online questionnaire distribution method was deemed effective because it reached a wider range of respondents, expedited data collection, and facilitated structured analysis. This study used Partial Least Squares-Structural Equation Modeling (PLS-SEM) to determine the relationships and influences between the variables studied. This method was chosen because it allows for simultaneous analysis of relationships between variables, both direct and indirect influences through mediating variables. In addition, PLS-SEM is suitable for use in survey research because it can be applied to a flexible sample size and does not require normally distributed data, thus helping to produce more optimal analysis regarding the influence of green marketing on Customer Relationship Management (CRM) and customer loyalty (Guenther et al., 2025).

4 RESULT AND DISCUSSION

The majority of respondents were in the 21–30 age group (208 people) (52.8%), followed by 92 in the 31–40 age group (23.4%), and 82 in the 17–21 age group (20.8%). This indicates that the majority of consumers responding to this study are young and adult, ranging in age from productive age. Regarding gender, 298 respondents (75.6%) were female, while 96 were male (24.4%). This indicates that the majority of consumers of the products studied are female, indicating that this group is the primary market segment. Regarding occupation, the majority of respondents were private sector employees (159 people) (40.4%), followed by civil servants (84 people) (21.3%), and students (68 people) (17.3%). This composition indicates that the respondents are predominantly active workers with purchasing power and awareness of services and products.

Table 1 Hypotesis Result

Variabel	T statistics (O/STDEV)	P values
Customer Experience -> Customer Relationship Management	2.485	0,013
Green Marketing -> Customer Relationship Management	6.058	0,000
Sevice Quality -> Customer Relationship Management	0.387	0,699
Local Wisdom -> Customer Relationship Management	9.268	0,000
Customer Experience -> CRM-> Customer Loyalti	2.435	0,015
Sevice Quality -> CRM-> Customer Loyalti	0.388	0.698

Source: Primary data processed by researchers, 2026

The results of the first hypothesis test indicate that Customer Experience has a positive and significant effect on Customer Relationship Management, with a path coefficient of 0.100 and a p-value of 0.013 (<0.05), thus H1 is accepted. This finding indicates that the better the customer experience during interactions with a skincare brand, the stronger the CRM implementation. These results align with research by Tochukwu Ignatius Ijomah et al. (2024), which confirms that implementing CRM integrated with customer experience enables companies to better manage customer data, personalize marketing, and accelerate the sales process through automation and data analysis. Rapeerat Thanyawatpornkul (2024) also demonstrated that CRM focused on customer experience can increase sales conversions by up to 30% and strengthen customer loyalty. Furthermore, Chandra Panda (2024) emphasized that the integration of customer experience and CRM is a key strategy for maintaining and improving sales performance amidst increasingly fierce business competition.

Riyanto (2022) also added that CRM that prioritizes the quality of the customer experience helps companies retain existing customers and encourage repeat purchases. In the context of the skincare brands studied, positive customer experiences during interactions with Avoskin, The Body Shop, Innisfree, and N-Pure have been shown to significantly strengthen customer relationship management through CRM.

H1: Customer Experience Has a Positive Impact on Customer Relationship Management

Testing the second hypothesis yielded a path coefficient of 0.288 with a p-value of 0.000, indicating that green marketing has a positive and significant effect on CRM, thus accepting H2. This finding demonstrates that a skincare brand's commitment to environmentally friendly principles directly strengthens customer relationship management. This finding is consistent with research by Pancić et al. (2023), which shows that effective green marketing strategies—such as the use of environmentally friendly products and communicating sustainability values—have been shown to increase consumer loyalty and repurchase intentions, which are core to CRM. Tan et al. (2022) also demonstrated that green marketing strengthens brand image and customer trust, enabling companies to build stronger long-term relationships. Djunaid and Vishnuvardhana (2024) added that integrating green marketing into CRM encourages sustainable product innovation, ultimately increasing satisfaction and strengthening the relationship between companies and customers. Acheampong et al. (2023) and Majeed et al.

(2022) also confirmed that adopting green marketing strategies consistently strengthens customer value perceptions and CRM effectiveness. Thus, skincare brands that authentically communicate sustainability values—for example, through recycled packaging and environmental campaigns—succeed in building a stronger and more meaningful CRM foundation for their consumers.

H2: Green Marketing Has a positive Impact on Customer Relationship Management

Contrary to the hypothesis developed, the test results showed that Service Quality had no significant effect on CRM, with a path coefficient of -0.028 and a p-value of 0.699 (>0.05), thus rejecting H3. This finding contradicts several literature studies used as the basis for this research.

Tabassum and S. Chitradevi (2024) previously stated that improving service quality, such as efficiency, transparency, and reliability, directly strengthens CRM effectiveness, particularly in the banking and service sectors. Endah Budiarti (2024) also found that service quality acts as an important mediator linking CRM dimensions to marketing performance. However, the insignificance of service quality in this study can be understood by the findings of Rajagukguk et al. (2024), who found that service quality does not always have a direct impact on CRM but rather depends on the industry context. In the skincare industry, consumers tend to prioritize product quality, environmental values, and local wisdom over purely technical aspects of service in shaping their perceptions of CRM. Furthermore, Putra and Negara (2024) stated that the impact of service quality on CRM is more visible when dimensions such as tangibles, reliability, and empathy are optimized in an integrated manner—a condition that may not have been fully met in this research setting. This finding serves as an important reminder for skincare brands that simply improving technical service quality is not enough to strengthen CRM without additional added value perceived by customers.

H3: Service Quality Has a negative Impact on Customer Relationship Management

The results of the study show that Local Wisdom has the largest indirect effect on Customer Loyalty through CRM mediation, with a coefficient value of $\beta=0.323$ and $p=0.000$, making Local Wisdom the variable with the strongest mediating effect in this research model. This finding indicates that integrating local wisdom values into skincare brand strategies significantly builds customer loyalty. Dwihandoko (2025) explains that the integration of cultural narratives, regional languages, and traditional symbols strengthens brand identity and increases consumer loyalty, especially in community-based businesses. Local wisdom is a differentiating factor that fosters a sense of belonging and long-term relationships between customers and brands. Wongsansukcharoen (2022) also found in the Thai banking industry that managing community relationships based on local wisdom can increase brand trust and customer loyalty. Pratiwi et al. (2025) confirm that integrating local cultural elements into a differentiation strategy can increase offering uniqueness, satisfaction, and loyalty. In the skincare industry, brands like Avoskin and N-Pure that integrate local natural ingredients and Indonesian cultural values have proven to be able to build stronger emotional bonds with their consumers, which in turn encourages continued customer loyalty.

H4: Local Wisdom Has a Positive Impact on Customer Relationship Management

The results of the mediation test indicate that CRM significantly mediates the influence of Customer Experience on Customer Loyalty, with an indirect effect coefficient of $\beta=0.065$ and $p=0.015$ (<0.05), thus H5 is accepted. This finding demonstrates that positive customer experiences do not directly generate loyalty but are strengthened through effective customer relationship management. Suganda and Priadi (2023) previously demonstrated that positive customer experiences significantly increase customer loyalty, especially when mediated by CRM. Mokha and Kumar (2022) added that good customer experiences foster emotional attachment and satisfaction, which are then strengthened through CRM implementation, thus building long-term relationships and loyalty. Mariska et al. (2025) also emphasized that CRM enables companies to understand customer needs more personally, provide relevant services, and build meaningful interactions, thereby strengthening customer loyalty.

Rajagukguk et al. (2024) reinforced this finding by demonstrating that CRM acts as an effective mediator, where a quality customer experience enhances the effectiveness of CRM in creating loyalty. The implication of these findings is that skincare brands need to ensure that every customer interaction—from purchasing, product usage, to after-sales service—is well-managed through an integrated CRM system.

H5: Customer Relationship Management (CRM) Mediates the Relationship between Customer Experience and Customer Loyalty

The H6 test yielded the largest path coefficient value among all relationships in the model, $\beta = 0.649$ with $p = 0.000$, proving that CRM has a positive and significant effect on customer loyalty. This finding positions CRM as a key and most determinant variable in shaping customer loyalty to skincare brands.

These results align with those of Anna Mawaddah et al. (2024), who asserted that CRM integrated with digitalization and active communication can significantly increase customer loyalty to eco-friendly beauty products. Idemon and Chairun Nisa (2024) also stated that through optimal CRM implementation, companies can increase customer trust, satisfaction, and brand loyalty. Salsabilla et al. (2024) demonstrated that CRM increases satisfaction and loyalty through personal interactions and social values. Wongsansukcharoen (2022) and Suganda and Priadi (2023) further corroborate these findings by demonstrating CRM as a central factor linking various customer experiences and perceptions to tangible loyalty. The CRM R Square value of 0.475 and Customer Loyalty R Square of 0.421 further confirm that this research model has moderate and relevant predictive ability, with CRM as the heart of the entire model.

H6: Customer Relationship Management (CRM) Mediates the Relationship between Service Quality and Customer Loyalty

5 CONCLUSION

This study aims to analyze the role of green marketing in building Customer Relationship Management (CRM) and customer loyalty for four skincare brands: Avoskin, The Body Shop, Innisfree, and N-Pure. Using the PLS-SEM method, this study involved 394 respondents. Based on the results of the hypothesis testing and discussion, the following conclusions can be drawn. Customer Experience has been shown to have a positive and significant impact on Customer Relationship Management (H1 is accepted). Positive experiences experienced by customers during interactions with skincare brands directly strengthen CRM implementation, enabling companies to more effectively manage and maintain long-term relationships with their customers. Green Marketing has a positive and significant impact on Customer Relationship Management (H2 is accepted). Skincare brands' commitment to environmentally friendly values, such as the use of natural ingredients, recycled packaging, and sustainability campaigns, has been shown to build trust and stronger relationships between brands and customers through CRM. Service Quality has no significant impact on Customer Relationship Management (H3 is rejected). In the context of the green marketing-based skincare industry, consumers tend to prioritize product quality, environmental values, and local wisdom over purely technical aspects of service when evaluating their relationship with a brand. Service Quality was not proven to have an effect on Customer Loyalty or through CRM mediation in the context of this study (H6 and H9 were rejected). This finding indicates the need for further study of contextual factors that moderate the relationship between service quality and customer loyalty in the eco-friendly beauty industry. Seventh, Local Wisdom was shown to be the variable with the largest indirect effect on Customer Loyalty through CRM (H7 was supported, with the largest mediation effect $\beta=0.323$). The integration of local values and ingredients into skincare products has been shown to build deeper emotional bonds with consumers, creating a sense of brand ownership, and ultimately fostering strong loyalty. Customer Relationship Management has a positive and significant effect on Customer Loyalty, with the largest coefficient in the model ($\beta=0.649$; H10 is accepted). CRM is the most determinant variable in shaping customer loyalty, confirming that a skincare brand's ability to build and maintain meaningful relationships with customers is key to business sustainability. Overall, this study confirms that the synergy between green marketing, customer experience, and local wisdom, managed through effective CRM, is an integrated strategy capable of creating strong and sustainable customer loyalty in the skincare industry. Skincare brands that consistently integrate environmental sustainability values and local wisdom into all aspects of their business, from product formulation and packaging to marketing and customer relationship management, will have a significant competitive advantage in winning and maintaining customer loyalty in an era of increasingly fierce competition. This study is limited by its scope of four skincare brands and the use of cross-sectional data. Further research is recommended to expand the brand coverage, use a longitudinal design, and explore moderating variables such as greenwashing intensity, consumer environmental awareness level, or the role of social media in strengthening the relationship between green marketing and skincare customer loyalty.

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How to cite/reference this article: **Golan Hasan, Eviana Octovia, Nahrudien Akbar M, The Role of Green Marketing in Building Customer Relationship Management and Customer Loyalti to Skincare Brands, *Asian. Jour. Social. Scie. Mgmt. Tech.* 2026; 8(4): 168-178.**