

EFFORTS TO IMPROVE CUSTOMER LOYALTY IN BEAUTY CARE SERVICES AMID ECONOMIC UNCERTAINTY: A CASE STUDY OF ERGLOSSY, BLITAR CITY

Erlina Yuni Arista^{1*}, Mokhamad Natsir², Harianto Respati³

Program Studi Magister Manajemen, Program Pascasarjana, Universitas Merdeka Malang, Indonesia

E-mail: Erlinayuniarista@gmail.com, harianto.respati@unmer.ac.id, mokhamad.natsir@unmer.ac.id.

Corresponden: Erlinayuniarista@gmail.com

Received	: 05 Juni 2026	Accepted	: 11 July 2026
Revised	: 17 Juni 2026	Published	: 15 Agustus 2026

Abstract

This study aims to analyze efforts to increase customer loyalty of beauty care services at Erglossy, Blitar City in the face of economic uncertainty for the period 2024–2026. The background of the study is based on a significant decline in turnover, from Rp409,411,440 in 2024 to Rp260,146,720 in 2025, and Rp69,210,100 in January–May 2026, due to weakening purchasing power, deflation, shrinking middle class, and a wave of national layoffs. This qualitative research with a case study design collected data through in-depth interviews, participant observation, and documentation of 14 informants selected through purposive and snowball sampling techniques. Data were analyzed using the interactive model of Miles, Huberman, and Saldaña. The results showed that the decline in visit trends was triggered by limited customer time, economic pressures, accessibility constraints, and intensified competition. The loyalty formation process confirms Oliver's (1999) four-stage model, but with the distinctive finding that the affective dimension is the starting point for loyalty formation, preceding the cognitive dimension. This study also found the phenomenon of community advocacy, namely the behavior of loyal customers who actively invite those closest to them to participate in joint care as the highest level of loyalty. Erglossy's strategy includes 3S service standards, active promotions, proactive follow-up via WhatsApp, service personalization, customer appreciation programs, and responsive complaint handling. The main obstacles lie in human resource capacity and physical infrastructure, while strategic opportunities lie in the potential for word-of-mouth. This study recommends strengthening human resources, a more formal loyalty program, and facilitating community advocacy as low-cost new customer acquisition strategies.

Keywords : Customer Loyalty; Service Quality; Economic Uncertainty; Beauty Care Services; Qualitative Case Study.

INTRODUCTION

Customer loyalty is a strategic asset that determines the sustainability of service businesses, especially in industries that rely heavily on long-term relationships between service providers and their customers, such as beauty care services (Tjiptono & Chandra, 2022). However, efforts to maintain customer loyalty face serious challenges when macroeconomic conditions are uncertain. From 2022 to 2026, the Indonesian economy was marked by a series of intertwined shocks: five consecutive months of deflation in 2024, which signaled weakening domestic demand (BPS, 2024), a shrinking middle class proportion from 21.5 percent to 17.1 percent between 2019 and 2024, equivalent to approximately 10 million individuals being downgraded (Antara News, 2025), and a wave of layoffs reaching 77,000 formal workers throughout 2024 (Ministry of Manpower, 2025). These conditions depressed the purchasing power of the public at large, including spending on tertiary needs such as beauty care services.

This pressure is clearly felt by Erglossy, a beauty and health care services business located in Kepanjenkidul, Blitar City, East Java. Revenue data shows a sharp downward trend: from IDR 409,411,440 in 2024 to IDR 260,146,720 in 2025 (a decrease of approximately 36.5 percent), and only IDR 69,210,100 in the January–May 2026 period. This decline occurs even though the national skincare industry continues to grow, with a market volume of USD 2.05 billion in 2022 and a projected average growth of 5.35 percent per year until 2028 (Ministry of Industry, 2024). The gap between aggregate industrial growth and the decline in Erglossy's performance at the micro level

indicates that the problems faced are contextually specific, closely related to the characteristics of the purchasing power of the people of Blitar City whose GRDP per capita is relatively limited, namely IDR 59,326 million per year (BPS Blitar City, 2024).

Several previous studies have examined the relationship between service quality, trust, perceived value, and customer loyalty in the beauty industry. Goni, Tumbuan, and Wenas (2020) quantitatively found that service quality ($\beta = 0.412$) and customer trust ($\beta = 0.387$) had a significant positive effect on customer loyalty in beauty services in Manado. Prasetyo and Muis (2020) showed that intensive relationship marketing implementation in beauty services businesses in Surabaya increased customer retention by up to 34 percent in 18 months. Ishak and Luthfi (2021) confirmed the mediating role of customer trust between service quality and loyalty in Yogyakarta, while Sukesti, Ghofar, Suroso, and Udin (2021) demonstrated that perceived value had a stronger influence on loyalty than satisfaction in the Central Java context. Internationally, Yildiz and Erdil (2021) found that the assurance and empathy dimensions of SERVQUAL were the most significant predictors of customer loyalty in spa and skincare services.

While these studies make important contributions, significant research gaps remain. First, the majority of previous research uses a quantitative approach that measures the magnitude of the influence between variables, but has not yet fully explored how and why loyalty is formed from the perspective of subjective customer experiences. Second, these studies generally do not consider economic uncertainty as an external context that explicitly shapes loyalty dynamics, even though Indonesia's post-pandemic economic conditions have shown a much more volatile pattern than in the previous period. Third, most previous research focuses on large or metropolitan cities, while the dynamics of personal service customer loyalty in small cities with distinct socio-cultural characteristics, such as Blitar, have not been widely explored. This gap is what this research seeks to fill through a qualitative case study approach that allows for an in-depth exploration of the processes, strategies, barriers, and opportunities for increasing customer loyalty amidst real economic pressures.

LITERATURE REVIEW

Oliver (1999) defines customer loyalty as a deeply held commitment to consistently repurchase a preferred product or service in the future, despite situational influences and marketing efforts that could potentially lead to switching behavior. Oliver developed a four-stage loyalty model that moves from cognitive (knowledge-based beliefs), affective (emotional attachment), conative (repurchase commitment), to behavioral (actual repurchase behavior). Griffin (2022) complements this model with the concept of a loyalty ladder that places customer advocates who actively promote services without being asked at the highest level of behavioral loyalty.

Service quality is measured through five dimensions of SERVQUAL: tangibles, reliability, responsiveness, assurance, and empathy (Zeithaml, Berry, & Parasuraman, 2021). Zeithaml et al. (2021) asserted that service quality is the strongest antecedent of customer satisfaction, which in turn becomes a key predictor of loyalty, forming a causal chain of quality $\rightarrow$ satisfaction $\rightarrow$ loyalty $\rightarrow$ profitability. Customer satisfaction itself is defined by Kotler and Keller (2022) as a feeling of pleasure or disappointment that arises after comparing perceived performance with expectations, and acts as a critical mediator between service quality and loyalty (Tjiptono & Chandra, 2022).

In the context of economic uncertainty, Lovelock and Wirtz (2022) identified five mechanisms of consumer behavior change in services: consumption deferral, downgrading to more affordable alternatives, increased value consciousness, flight to trusted providers, and emotional spending as a coping mechanism against economic stress—a phenomenon Hill, Rodeheffer, Griskevicius, Durante, and White (2022) refer to as the lipstick effect, which is the tendency of some consumers to maintain spending on self-care amidst economic pressure as a form of self-care. Based on the theoretical review and research gaps above, this study was formulated to answer four research questions: (1) what factors cause the decline in Erglossy's visit and turnover trends; (2) what is Erglossy's strategy in dealing with economic uncertainty and retaining customers; (3) how is Erglossy's customer loyalty formed in the context of economic pressure; and (4) what are the obstacles and opportunities in efforts to increase Erglossy's customer loyalty.

METHOD

This research uses a qualitative approach with a case study design, chosen because the phenomenon of customer loyalty amid economic uncertainty is complex, dynamic, and multidimensional, requiring in-depth exploration of the experiences, perceptions, and meanings constructed by the actors directly involved (Moleong, 2021). This research seeks to understand the processes and strategies (how and why), rather than simply measuring the magnitude of variables (Yin, 2022). A single case study was chosen to allow for a comprehensive, in-depth analysis of Erglossy's customer loyalty dynamics over the 2022–2026 period.

EFFORTS TO IMPROVE CUSTOMER LOYALTY IN BEAUTY CARE SERVICES AMID ECONOMIC UNCERTAINTY: A CASE STUDY OF ERGLOSSY, BLITAR CITY

Erlina Yuni Arista et al

The study was conducted at Erglossy, Jalan Anjasmoro, Kepanjenkidul, Blitar City, East Java, which was purposively selected because it faced the real challenge of declining turnover during the study period and is located in a city with a relatively limited GRDP per capita, thus representing a context of economic pressure relevant to the study of service loyalty. Research informants were selected using a combination of purposive sampling for key informants (managers) and snowball sampling for customer and employee informants, through three waves of selection until reaching data saturation. A total of 14 informants participated, consisting of one manager, two customer service representatives, one therapist, eight regular customers (visiting 2–5 times/year), and six loyal customers (visiting ≥ 6 times/year), as presented in Table 1.

Table 1. Profile of Research Informants

No	Informant Category	Amount	Selection Techniques	Information Focus
1	Erglossy Manager	1 person	Purposive	Overall business conditions, business strategies, and customer dynamics
2	Customer Service	2 persons	Purposive/Snowball	Direct interaction with customers and operational conditions
3	Therapist	1 person	Purposive	Implementation of services and technical interaction with customers
4	Loyal Customers (≥ 6 visits/year)	6 people	Snowball Sampling	Loyalty experience and its shaping factors
5	Regular Customers (2–5 visits/year)	4 people	Snowball Sampling	Comparative perspective of factors influencing visit frequency

Source: Primary data, processed by researchers (2026)

Data were collected through three complementary techniques and confirmed through triangulation. First, semi-structured in-depth interviews lasting 45–90 minutes per session, conducted face-to-face and recorded with the informant's consent (Moleong, 2021). Second, passive participant observation of physical conditions, service processes, employee-customer interactions, and indications of loyalty behavior observed in the field (Sugiyono, 2022; Creswell & Poth, 2022). Third, a documentary study of Erglossy's visit and turnover records for the 2022–2026 period, promotional materials, customer testimonials on social media, and statistical data from the Blitar City Statistics Agency (BPS).

Data analysis was conducted inductively using the interactive model of Miles, Huberman, and Saldaña (2020) which consists of four simultaneous flows: data collection, data condensation (through open coding, axial coding, and selective coding), data presentation in the form of descriptive narratives accompanied by verbatim quotes and a theme matrix, and conclusion drawing and verification carried out in stages and confirmed back in the field (member check). Data validity was guaranteed through four trustworthiness criteria of Moleong (2021): credibility (triangulation of sources and techniques, member check), transferability (thick description), dependability (audit trail), and confirmability (researcher reflexivity).

RESULTS AND DISCUSSION

Erglossy Overview and Operational Conditions

Erglossy is a beauty and health care service business that has been operating for more than two years with two branches in the Blitar area (Central Branch and Lodoyo Branch), offering relaxation massage services, facials, skincare, Japanese Head Spa, Creambath, and various bundling packages. Erglossy positions itself not just as a technical service provider, but rather a holistic experience that touches the physical, psychological, and emotional

aspects of customers, reflected in yoga-themed relaxation music, 3S (Smile, Greeting, Greeting) welcoming standards, as well as free compliments in the form of Wedhang Uwuh, snacks, cookies, and ice cream for every customer who comes.

Turnover data shows a sharp downward trend throughout the research period, as presented in Table 2.

Table 2. Erglossy Blitar City Branch Turnover Data (2024–2026)

Period	Turnover (Rp)	Information
2024	409,411,440	Highest turnover in the research period
2025	260,146,720	Significant decrease ($\pm 36.5\%$) from the previous year
Jan–May 2026	69,210,100	Partial data (first five months of 2026)

Source: Erglossy internal observations and data (2026)

Factors Causing the Decline in Visit Trends

Interview data analysis identified four main factors that simultaneously contributed to the decline in Erglossy's visits and turnover. First, time and busy schedules were the most dominant barriers cited by almost all regular customers. As Annisa explained, "Personally, it's because of time, because I'm busy. I have to take care of the kids at home. I'd like to visit more often." This finding confirms that the limited visits are not caused by dissatisfaction with the service, but rather by external time management challenges for customers.

Second, economic factors and changes in spending patterns have a differentiated impact across customer segments. Luluk stated that economic factors influence her visits, including a tendency to decrease frequency or choose cheaper packages. Radiffa (Customer Service) confirmed: "For pattern changes, it's more of a decrease, and clients prefer to take cheaper packages... customers are starting to come once a month or more." In contrast, the majority of loyal customers, such as Yana, Yelly, and Aya, stated that they don't feel financially burdened because they view Erglossy as an affordable service and treatment as a form of self-appreciation. This differential response is consistent with the mechanism of increased value consciousness in the regular segment and flight to trusted providers in the loyal segment (Lovelock & Wirtz, 2022). Devi (Customer Service) also observed seasonal patterns related to the monthly income cycle: "At the beginning of the month, it can be fully booked, while at the end of the month it's less," indicating customer sensitivity to the salary cycle.

Third, distance and accessibility factors also influence visit decisions; several informants switched to Erglossy due to its closer proximity compared to their previous provider, while limited parking was consistently identified as the only physical criticism of Erglossy. Fourth, intensified competition from new competitors and the DIY skincare trend also narrowed the potential for new markets, although it did not significantly erode the existing customer base.

The Customer Loyalty Formation Process: Confirmation and Enrichment of Oliver's Model

The research findings provide strong empirical confirmation of Oliver's (1999) four-stage loyalty model in the context of beauty care services, while also producing distinctive findings in the form of a sequence of stages that differs from the assumptions of the original linear model, as summarized in Table 3.

Table 3. Manifestations of Oliver's (1999) Four Dimensions of Loyalty in the Erglossy Context

Dimensions	Manifestation of Field Findings	Illustration
Cognitive	Confidence based on initial research, comparison with other clinics, and price-service fit	Yana did a search for information about owner certification before deciding to switch her trust to Erglossy.
Affective	Strong emotional attachment since the first visit; the most dominant dimension in the findings	Yelly calls Erglossy "mothers' healing"; Yana says she would be "confused and sad" if Erglossy didn't exist.
Conative	Commitment to self-initiated regular visits and resistance to competitor offers	Yelly schedules mandatory visits at least once a month without needing to be reminded.

EFFORTS TO IMPROVE CUSTOMER LOYALTY IN BEAUTY CARE SERVICES AMID ECONOMIC UNCERTAINTY: A CASE STUDY OF ERGLOSSY, BLITAR CITY

Erlina Yuni Arista et al

Dimensions	Manifestation of Field Findings	Illustration
Action	Actual repeat visits and active advocacy through word-of-mouth recommendations	Yana, Yelly, and Aya consistently recommend Erglossy to family, friends, and colleagues.

Source: Results of interview data analysis (2026)

The most significant finding is that the affective dimension appears to be the starting point and strongest foundation for loyalty formation, preceding the cognitive dimension, which differs from the assumptions of Oliver's linear model, which places cognition as the starting point. Detia describes this process explicitly: from the first visit, she immediately felt comfortable because the place was clean, aesthetically pleasing, and the therapist was friendly. Only then did she form a cognitive belief that the benefits were numerous, making it unnecessary to move elsewhere. In other words, in personal services such as beauty treatments, the feeling comes first: the comfort and emotional warmth felt from the first contact become the catalyst that then develops into a more mature rational belief.

Community Advocacy: Loyalty as a Social Phenomenon

This research identified a dimension of loyalty that is not fully captured by existing theoretical models, but is very evident in field findings: loyalty as a social phenomenon. A number of loyal customers, such as Yana and Yelly, are not only loyal individually, but actively build informal communities around Erglossy by inviting friends, family, and colleagues to join them for treatments. Devi (Customer Service) confirmed this pattern: "For our loyal clients, they usually get treatments together with friends/relatives."

This phenomenon, which the author terms community advocacy, goes beyond the concept of advocate on Griffin's (2022) loyalty ladder, as customers at this level don't simply recommend, but actively invite and accompany those closest to them to Erglossy, integrating clinic visits into their daily social lives, thus making the brand part of the customer's social identity. This finding has significant practical implications: Erglossy could potentially intentionally facilitate this phenomenon through incentivized "bring a friend" programs or the provision of dedicated "treatment group" slots.

SERVQUAL Dimension Hierarchy and the Role of Empathy-Assurance

The five dimensions of SERVQUAL (Zeithaml et al., 2021) were all confirmed in the research findings, but with different weights based on the frequency of occurrence in the informants' narratives, as summarized in Table 4.

Table 4. Hierarchy of SERVQUAL Dimensions in the Context of Erglossy

Rank	Dimensions	Perceptual Weight	Field Findings Evidence
1	Empathy	Very high	All informants mentioned the friendliness of staff & therapists as the main factor in creating comfort.
2	Assurance	Tall	Owner certification and competence as well as standardized treatment SOPs are recognized by customers.
3	Reliability	Tall	Consistency of treatment results between visits; clients request the same therapist
4	Tangibles	Medium-High	The place is clean, comfortable, and aesthetic; the only physical complaint is the limited parking.
5	Responsiveness	Tall	Admin is considered to be fast in responding to customer questions and complaints

Source: Results of interview data analysis (2026)

These results confirm Yildiz and Erdil's (2021) findings that the assurance and empathy dimensions significantly influence customer loyalty in skincare services. In the context of Erglossy, the empathy dimension appears even more dominant than assurance, as personal friendliness proved to be the starting point for emotional

attachment that later developed into long-term loyalty. This confirms that in highly personalized service businesses like beauty care, emotional connection and trust are far more crucial than mere physical aspects.

Erglossy's Strategy in Maintaining Customer Loyalty

Erglossy implements several strategies empirically proven effective in maintaining customer loyalty amidst economic pressures. First, the 3S service standard (Smile, Greet, Greet) is consistently applied as a standard operating procedure (SOP) in every interaction, forming the foundation of a positive emotional customer experience. Second, monthly promotional programs actively communicated through WhatsApp and Instagram broadcasts have been proven to maintain engagement and visit frequency; Annisa stated, "There's follow-up from the admin, especially when there are new promotions... The staff are also friendly."

Third, proactive, personalized follow-up via WhatsApp ensures Erglossy remains top of mind for customers even outside of business hours. Fourth, personalized service through recording individual preference histories creates a sense of appreciation; Yelly stated, "They also really remember my referrals. Because I come here every month, and I always request them." Fifth, a loyal customer appreciation program in the form of hampers and regular gifts has a significant emotional impact in strengthening affective bonds. Sixth, responsive complaint handling through a service recovery mechanism, in line with the concept of the service recovery paradox (Zeithaml et al., 2021), successfully minimizes the escalation of dissatisfaction into relationship damage.

This overall strategy forms a comprehensive relationship marketing ecosystem, empirically confirming the findings of Prasetyo and Muis (2020) regarding increased retention through intensive relationship marketing, as well as the findings of Sukesti et al. (2021) that the perceived value built at Erglossy through a value-stacking strategy in the form of accumulating technical quality, friendliness, comfort, and free compliments in one service package has a strong influence on customer loyalty.

Strategic Barriers and Opportunities

From an internal perspective, limited human resource capacity for therapists is the most critical obstacle, reflected in the full bookings at the beginning of the month, which cannot be fully met. Limited physical infrastructure, particularly parking and waiting room capacity, is also a barrier that management must address immediately. Externally, the ongoing weakening of purchasing power remains a structural threat, putting pressure on the relatively price-sensitive regular customer segment.

On the opportunity side, this research identified three main strategic opportunities: (1) the very strong word-of-mouth potential of a loyal customer base, which if facilitated with a structured referral program can become a low-cost new customer acquisition engine; (2) consistent customer demand for more innovative and structured loyalty programs, such as bundling treatments and tiered reward systems; and (3) excess demand conditions at the beginning of the month which, if managed through additional human resource capacity and infrastructure, can immediately increase revenue.

Discussion: Strong Retention, Weak Acquisition

A close analysis of the overall findings reveals a paradox of both theoretical and practical importance: while Erglossy's aggregate turnover has declined significantly, the customer loyalty that has been established demonstrates a very strong level of emotional depth. This finding indicates that Erglossy's primary problem lies not in the retention of existing customers, which are performing very well, but rather in the weakness of new customer acquisition. Thus, the decline in turnover is most likely due to a reduction in the influx of new customers, rather than an exodus of existing customers leaving Erglossy. The strategic implication is that Erglossy needs to explicitly distinguish between its retention strategy (which is already strong) and its acquisition strategy (which needs strengthening), leveraging community advocacy and word-of-mouth from loyal customers as the most effective and low-cost acquisition instruments.

Theoretically, this study contributes to the understanding that in the context of personal care services in small towns with specific socio-cultural characteristics, the affective and social dimensions of customer loyalty have a much greater weight than those previously described in theoretical models developed in metropolitan market contexts. The concept of community advocacy, as the highest form of loyalty in the context of Erglossy, is a phenomenon that deserves further attention in the development of customer loyalty theory in services.

CONCLUSION

This study concludes that Erglossy's customer loyalty is built on a strong relational and emotional foundation, making it relatively resilient to economic pressures. However, future business sustainability still requires a more aggressive new customer acquisition strategy. Four main conclusions can be formulated. First, the decline in Erglossy's visit and turnover trends is caused by four interrelated factors: limited customer time, economic pressures that have different impacts on regular and loyal segments, distance and accessibility factors (especially limited parking), and intensified competition. Second, the process of customer loyalty formation confirms Oliver's (1999) four-stage model, but with the distinctive finding that the affective dimension is the starting point that precedes the cognitive dimension, and the discovery of the phenomenon of community advocacy as the highest form of loyalty that goes beyond the concept of conventional advocacy.

Third, Erglossy's strategy in facing economic uncertainty includes 3S service standards, active promotions, proactive follow-up via WhatsApp, service personalization, a loyal customer appreciation program, and responsive complaint handling, which have been empirically proven effective in forming a comprehensive relationship marketing ecosystem. Fourth, the main obstacle to increasing loyalty lies in limited human resource capacity and physical infrastructure, while the greatest strategic opportunity lies in the word-of-mouth potential of a very strong loyal customer base that has not been fully facilitated in a structured manner.

Based on these conclusions, this study recommends that Erglossy management prioritize strengthening human resource capacity through therapist recruitment and training, developing more formal loyalty programs such as tiered membership systems and referral programs, optimizing more personalized digital communication, improving physical infrastructure (especially parking lots), and intentionally facilitating community advocacy through shared treatment packages. For similar beauty service businesses, these findings confirm that investing in the relational and emotional dimensions of authentic hospitality, personalization, and genuine attention provides greater returns in building loyalty than investing solely in technology or equipment, especially in the context of small towns with socio-cultural characteristics that prioritize the human touch.

This study has limitations in the coverage of informants that did not adequately cover lapsed customers and the cross-sectional design that only captures conditions at a single point in time. Future research is recommended to use a longitudinal approach to observe loyalty dynamics over time, comparative research across clinics to strengthen external validity, further development of the concept of community advocacy theoretically and empirically, and the integration of mixed-methods designs to test the generalizability of qualitative findings, especially the dominance of the affective dimension in loyalty formation in a broader population .

REFERENCES

- Antara News. (2025). Economists assess deflation as a sign of weakening purchasing power. <https://www.antaranews.com/berita/4625613>
- BPS. (2024). Indonesian economic report 2024. Central Statistics Agency.
- Blitar City Statistics Agency. (2024). Gross regional domestic product at current prices by business sector in Blitar City in 2024. Blitar City Central Statistics Agency.
- Creswell, J. W., & Poth, C. N. (2022). Qualitative inquiry and research design: Choosing among five approaches (4th ed.). SAGE Publications.
- Goni, FX, Tumbuan, WJFA, & Wenas, RS (2020). The influence of service quality and trust on customer loyalty in beauty services in Manado. *EMBA Journal*, 8(1), 923–932.
- Griffin, J. (2022). Customer loyalty: How to earn it, how to keep it (Rev. ed.). Jossey-Bass.
- Hill, S.E., Rodeheffer, C.D., Griskevicius, V., Durante, K., & White, A.E. (2022). Boosting beauty in an economic decline: Mating, spending, and the lipstick effect. *Journal of Personality and Social Psychology*, 103(2), 275–291.
- Ishak, A., & Luthfi, Z. (2021). Customer trust and customer loyalty in beauty clinics: A case study in Yogyakarta. *Journal of Management and Entrepreneurship*, 23(1), 45–56.
- Ministry of Manpower. (2025). National layoff data for 2024. Ministry of Manpower of the Republic of Indonesia.
- Ministry of Industry. (2024). Ministry of Industry encourages cosmetic SMEs to maximize expansive markets. Ministry of Industry of the Republic of Indonesia. <https://ikm.kemenperin.go.id>
- Kotler, P., & Keller, K. L. (2022). Marketing management (16th ed.). Pearson Education.
- Lovelock, C., & Wirtz, J. (2022). Services marketing: People, technology, strategy (8th ed.). WorldScientific.

EFFORTS TO IMPROVE CUSTOMER LOYALTY IN BEAUTY CARE SERVICES AMID ECONOMIC UNCERTAINTY: A CASE STUDY OF ERGLOSSY, BLITAR CITY

Erlina Yuni Arista **et al**

- Miles, M.B., Huberman, A.M., & Saldaña, J. (2020). *Qualitative data analysis: A methods sourcebook* (4th ed.). SAGE Publications.
- Moleong, LJ (2021). *Qualitative research methodology* (Rev. ed., 40th printing). PT Remaja Rosdakarya.
- Oliver, R.L. (1999). When is customer loyalty? *Journal of Marketing*, 63(Special Issue), 33–44. <https://doi.org/10.2307/1252099>
- Prasetyo, H., & Muis, A. (2020). Implementation of relationship marketing in increasing customer loyalty in beauty service businesses in Surabaya. *Journal of Business and Management*, 7(2), 112–124.
- Sugiyono. (2022). *Qualitative research methods* (4th ed.). Alfabeta.
- Sukesti, F., Ghofar, A., Suroso, A., & Udin. (2021). Perceived value, satisfaction, and customer loyalty to beauty services in Central Java. *Journal of Economic and Business Research*, 14(1), 66–78.
- Tjiptono, F., & Chandra, G. (2022). *Services marketing: Principles, applications, and research* (3rd ed.). Andi Offset.
- Yildiz, S., & Erdil, T.S. (2021). Service quality and customer loyalty in spa and skin care services: An empirical study. *International Journal of Health Management*, 14(3), 789–801.
- Yin, R. K. (2022). *Case study research and applications: Design and methods* (7th ed.). SAGE Publications.
- Zeithaml, V.A., Berry, L.L., & Parasuraman, A. (2021). SERVQUAL: A multiple item scale for measuring consumer perceptions of service quality. *Journal of Retailing*, 64(1), 12–40.