

Samsung's Digital Ecosystem: A Review of the Literature on Product, Service, and Platform Integration in Building Customer Loyalty

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ABSTRACT

This research analyzes Samsung's digital ecosystem through a library research approach to explore product, service, and platform integration in building customer loyalty. Comprehensive analysis indicates that Samsung has implemented a multi-layered architecture integrating hardware, software, and services through AI and IoT technologies. Findings suggest that loyalty formation mechanisms operate through functional, emotional, and behavioral dimensions reinforced by personalization algorithms and network effects. Samsung's differentiation strategy through an open ecosystem approach creates distinctive competitive advantages compared to walled garden competitors. Customer engagement effectiveness manifests in significant correlation between ecosystem adoption depth and retention rates. Strategic implications indicate evolution toward AI-native architecture potentially redefining industry standards. This research contributes to theoretical framework understanding of digital ecosystems and provides practical insights for optimizing customer loyalty strategies in the technology industry.

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1. Introduction

The digital age has fundamentally changed the global business landscape, forcing tech companies to adapt to more integrative and holistic strategies. In this context, the concept *Digital Ecosystem* has become a new paradigm that determines the success of multinational technology companies (Maulidina & Pramono, 2024). Samsung Electronics, as one of the global technology market leaders, has developed a comprehensive digital ecosystem by integrating various products, services, and platforms to create a seamless user experience and build long-term customer loyalty. Samsung's digital ecosystem encompasses a broad spectrum of hardware (*Hardware*) to software (*Software*) and cloud-based services (Haizar et al., 2020). Samsung's integrations include Galaxy smartphones, tablets, smartwatches, earbuds, smart home appliances, to digital services such as Samsung Pay, Samsung Health, and Samsung Cloud. This strategy not only creates synergies between products but also results in *Switching Costs* for consumers, thereby increasing *Customer Retention* and brand loyalty. According to the latest data, Samsung Electronics America achieved #1 customer satisfaction and #1 overall

service quality among 5G mobile devices in the 2024 American Customer Satisfaction Index Survey, demonstrating the effectiveness of the digital ecosystem strategy implemented (Mandal, 2022).

Recent research shows that the integration of products and services in the digital ecosystem has a significant impact on customer loyalty. Accenture found that 75% of consumers are more likely to stay loyal to brands that offer a seamless cross-device experience, indicating the importance of *Cross-device connectivity* in retaining customers (Saeedi, 2025). Samsung has developed features such as Samsung Flow, Quick Share, and SmartThings that enable seamless interoperability between devices in its ecosystem. This creates *Network Effect* strong, where the value of the ecosystem increases as the number of Samsung devices owned by consumers increases. Customer loyalty in the context of the digital ecosystem has different characteristics compared to traditional product loyalty. The findings reveal that service quality evidenced in promotional products, does not directly result in long-term customer loyalty but this can be effectively achieved through customer satisfaction gained as actual service quality exceeds customer expectation. In a digital ecosystem, loyalty is not only built through the quality of individual products, but also through the quality of integration and holistic experiences provided by the entire ecosystem. Samsung is aware that *Customer Journey Modern* involves multiple touchpoints and requires consistent experience across all platforms (Supriatna et al., 2023).

Digital transformation accelerated by the COVID-19 pandemic has increased the importance of the digital ecosystem in the business strategies of technology companies. Consumers are increasingly demanding integrated and personalized experiences, prompting companies like Samsung to develop strategies *Omnichannel* comprehensive. In this case, Samsung has integrated digital services with physical products through the Internet of Things (IoT), artificial intelligence (AI), and machine learning to create a more personalized and adaptive experience (Mardosaité et al., 2024).

Although Samsung has an advantage in terms of product diversification and technological innovation, the company faces challenges in maintaining customer loyalty amid stiff competition with the digital ecosystem from Apple, Google, and Amazon. With a 92% retention rate, Apple surpasses Google and Samsung, solidifying its dominance, showing that Samsung needs to continue to optimize its digital ecosystem strategy to increase customer retention. The research shows that The author draws attention to the importance of service quality, brand reputation, pricing and personalization in creating and maintaining customer loyalty, which indicates the need for a multidimensional approach in building customer loyalty (Lee, 2020). Sustainability aspects (*Sustainability*) is also an important factor in Samsung's digital ecosystem. The results show that 85% of consumers prioritize products or services that incorporate sustainability-focused practices, suggesting that integrating sustainability values in the digital ecosystem can increase customer loyalty. Samsung has responded to this trend by integrating sustainable practices across its entire digital ecosystem, from product design to post-purchase services.

The development of AI technology and *Machine Learning* has opened up new opportunities to improve personalization and efficiency in the digital ecosystem. The establishment of an emotional bond between the consumer and the brand results in heightened levels of loyalty, which in turn leads to a greater likelihood of repeat patronage, favorable word-of-mouth promotion and an increased inclination to endorse the brand to others. Samsung has implemented AI in various services such as Bixby, Samsung Health, and SmartThings to create a more personalized and intuitive experience for users (Prabhu & Bhat, 2020).

Based on the background that has been presented, this study identifies several critical problems in the implementation of Samsung's digital ecosystem. First, how effective is the integration

of products, services, and platforms in Samsung's digital ecosystem in building and maintaining customer loyalty? Second, what are the *key factors* in creating *customer loyalty* through Samsung's digital ecosystem? Third, how can Samsung's digital ecosystem integration strategy be optimized to increase *customer retention* and *brand loyalty* in the midst of increasingly fierce competition with competitors such as Apple and Google?

This research aims to comprehensively analyze the effectiveness of Samsung's digital ecosystem in building customer loyalty through the integration of products, services, and platforms. Specifically, this study aims to identify and analyze the key factors that affect customer loyalty in Samsung's digital ecosystem, evaluate the integration strategies that have been implemented, and provide strategic recommendations for optimizing Samsung's digital ecosystem in increasing *customer loyalty* and *competitive advantage*.

This research is expected to make a significant contribution both theoretically and practically. Theoretically, this research will enrich the literature on *digital ecosystem*, *customer loyalty*, and *brand management* in the context of the technology industry. In practical terms, the results of this study can be a reference for Samsung and other technology companies in developing and optimizing digital ecosystem strategies to increase customer loyalty and competitive advantage in the global market.

2. Literature Review

Digital Ecosystem and Platform Integration

The concept of digital ecosystem has developed into a major strategic paradigm in the modern technology industry. According to (Calabrese et al., 2021), a digital ecosystem is an interconnected network between products, services, and platforms that create value through synergistic interactions. In the context of multinational technology companies, the implementation of a digital ecosystem allows for the creation of *Network Effects* which strengthens the company's competitive position in the global market.

Samsung as a leader in the technology industry has developed a holistic approach in integrating various components of its digital ecosystem. The implementation of Internet of Things (IoT) and artificial intelligence technologies in Samsung's ecosystem has enabled optimal interoperability between devices, as stated by (Sharma & Obaidat, 2020).

Customer Loyalty in the Digital Age

Customer loyalty in the context of the digital ecosystem has different characteristics compared to traditional product loyalty. (Siebert et al., 2020) emphasizing that modern loyalty is built through a holistic experience that involves multiple touchpoints in the customer journey. Factors that shape customer loyalty in the digital ecosystem include service quality, brand reputation, personalization, and perceived value by customers. (S.Tamilmani, 2025) Identifying that personalization through AI technology is key in maintaining long-term customer loyalty. Meanwhile, (Pereira et al., 2025) stated that sustainable innovation strategies in the digital ecosystem play an important role in maintaining customer engagement and preventing shifting to competitors.

3. Method, Data, and Analysis

This study uses the *Library Research* or literature studies that focus on in-depth analysis of literature relevant to the topic of Samsung's digital ecosystem and customer loyalty. The library research method was chosen for its ability to collect, analyze, and synthesize information from various secondary sources that have been published to build a comprehensive understanding of the

phenomenon being studied. This approach allows researchers to explore a range of theoretical and empirical perspectives that have been developed by experts previously in the context of the digital ecosystem and customer loyalty (Pringgar & Sujatmiko, 2020). The literature search strategy in this study was carried out systematically using credible academic databases such as Google Scholar, Science Direct, Emerald Insight, Taylor & Francis, and Wiley Online Library. Keywords used in the search included a combination of "digital ecosystem", "customer loyalty", "Samsung", "brand loyalty", "digital transformation", "product integration", and "platform strategy". The literature search process is focused on publications published in the 2021-2025 time frame to ensure the relevance and actuality of the information analyzed. The inclusion criteria set include peer-reviewed journal articles, academic textbooks, research reports, and international conference publications that have high relevance to the research topic.

The data analysis in this study uses *a content analysis approach* that allows the extraction of deep meaning from various literature sources that have been collected. This content analysis technique was chosen because of its ability to identify key patterns, themes, and concepts related to Samsung's digital ecosystem and customer loyalty. The analysis process is carried out through the stages of identification of key themes, categorization of information based on relevance to the research question, and synthesis of findings to produce a holistic understanding of Samsung's digital ecosystem strategy. The validity and reliability of research results are guaranteed through triangulation of sources, namely by using multiple sources of evidence from various academic and industry perspectives. The theoretical framework used in this study is built on theories relevant to the digital ecosystem, customer loyalty, and brand management. This approach allows researchers to integrate a variety of theoretical perspectives that have been developed in the academic literature to understand the complexity of the phenomenon being studied. Each literature source used was evaluated based on the author's credibility, the research methodology used, and relevance to the context of the study. The literature evaluation process also considers the consistency of findings between sources to ensure the accuracy and objectivity of the analysis carried out.

4. Result and Discussion

Samsung's Digital Ecosystem Integration Architecture

Samsung's digital ecosystem construction demonstrates a sophisticated integration paradigm through the implementation of architecture *multi-layered* which connects the various components of technology in a coherent whole. An in-depth analysis of the ecosystem structure shows that Samsung has developed a framework that incorporates *Hardware Integration*, *Software Synchronization* and *Service Orchestration* to create a seamless user experience. The foundation of this ecosystem is built on an IoT infrastructure that enables interconnectivity between devices, ranging from Galaxy smartphones to smart home appliances through the SmartThings platform which functions as a *Central Hub* for the entire ecosystem (Samsung Business Global Networks, 2024). Technology implementation *Artificial Intelligence* and *Machine Learning* in the Samsung ecosystem creates a dimension *Intelligent Automation* which improves operational efficiency and personalization of services. Bixby's virtual assistant acts as a *Cognitive Interface* that facilitates natural interaction between users and the ecosystem, while predictive algorithms integrated in Samsung Health and Samsung Pay optimize the user experience based on *Behavioral patterns* and individual preferences. This architecture also integrates *Cloud Computing* through the Samsung Cloud which enables *Data Synchronization* and *Seamless backup* across multiple devices, creating consistent experience continuity (Bica et al., 2020).

Strategy *Platform Convergence* implemented by Samsung shows the evolution of the approach *Product-centric* towards *Ecosystem-Centric* more holistic. This integration creates *Network Effects* robust, where the value of the ecosystem increases exponentially with the increase in connected devices. Analysis shows that Samsung has managed to create *Switching barriers* through significant *Deep Integration* inter-component ecosystem, which in turn increases *Customer Retention* and strengthen *Competitive moat* company (Kornelakis & Petrakaki, 2024). Architecture that *Modular* but *Integrated* this allows Samsung to innovate on individual components without disrupting the overall cohesion of the ecosystem.

Mechanism for Building Customer Loyalty through the Digital Ecosystem

The dynamics of customer loyalty formation in Samsung's digital ecosystem show the complexity that involves multiple *Touchpoints* and *value propositions* which reinforce each other. This mechanism operates through *Multi-dimensional approach* that integrate functional, emotional, and social aspects in *Customer Journey*. Research indicates that loyalty in the context of the digital ecosystem is not only built through satisfaction with individual products, but through *cumulative satisfaction* resulting from a holistic experience in using the entire ecosystem. This process is reinforced by *Habit Training* that happens when users integrate multiple Samsung devices in their daily activities (Vinerean & Opreana, 2021). Implementation *Personalization Algorithms* and *Predictive Analytics* in the Samsung ecosystem creates a mechanism *adaptive loyalty* that is responsive to changing user preferences and needs. Samsung Health, for example, uses *Machine Learning* to personalize health recommendations based on *historical data* and *Real-Time Biometric Monitoring*, which creates *emotional attachment* and *perceived value* tall ones. This mechanism is strengthened by *Social Proof* and *Community Building* through platforms such as Samsung Members that facilitate *peer-to-peer interaction* and *Knowledge Sharing* between ecosystem users.

Analysis *Behavioral Economics* indicates that Samsung has successfully implemented *Psychological anchoring* through *Ecosystem lock-in effects* that makes users feel *Invested* within the Samsung platform. This phenomenon is reinforced by *Sunk Cost Fallacy* where users are reluctant to migrate to a competitor's ecosystem because *Switching costs* high, both financially and *cognitive*. Strategy *Gamification* integrated into various Samsung services, such as achievement badges in Samsung Health and loyalty points in Samsung Pay, creating *engagement loops* that sustains and improves *Customer Lifetime Value*. This mechanism is also supported by *Real-time feedback systems* who provide *instant gratification* and strengthen *Positive reinforcement* in the use of ecosystems (Engel, 2021).

Differentiation and Competitive Advantage Strategy

Samsung's strategic positioning in *Competitive landscape* The digital ecosystem demonstrates a *Distinctive* through a combination of *horizontal integration* and *Vertical specialization*. In contrast to the strategy *walled garden* implemented by Apple, Samsung adopted *Open Ecosystem Approach* that allows compatibility with third-party platforms while maintaining *proprietary advantages* deep *Core functionalities*. This strategy creates *Competitive Differentiation* unique, where Samsung offers greater flexibility to consumers without sacrificing *Ecosystem Consistency*. Implementation *Multi-brand strategy* in the Samsung ecosystem reflects *Sophisticated Segmentation Approach* that accommodates diverse customer segments with *value propositions* different. This strategy is reinforced by *Technology transfer* inter-division that allows *Cross-pollination* innovations from semiconductors to consumer electronics. Samsung has succeeded in creating *Economies of scope* through significant *Shared*

Technology Platforms and Common Development Frameworks, which results in *Cost Advantages* and *Time-to-market acceleration* that are superior to competitors who are more *specialized* (Vergara, 2020).

Samsung's competitive advantage also lies in the *Manufacturing Excellence* and *Supply Chain Optimization* That makes it possible *Rapid scaling* and *Cost Efficiency* in production *Ecosystem components*. Strategy *Backward integration* deep *Semiconductor Manufacturing* give Samsung *Strategic Control* above *critical components* and *Cost structure*, which in turn makes it possible to *Competitive Pricing* without sacrificing *Quality standards*. This approach is reinforced by *R&D investments* massive in *Emerging Technologies* such as 5G, AI, and IoT, which positions Samsung as the *Technology Leader* deep *Next-generation ecosystem capabilities*. The analysis shows that the combination of *Operational Excellence* and *Innovation Leadership* This creates *Sustainable competitive advantage* that are difficult to *Replicated* by competitors (Jeong & Park, 2023).

Customer Engagement and Retention Effectiveness

Effectiveness measurement *Customer Engagement* in the Samsung ecosystem shows *Performance Metrics* that indicates *Strong correlation* between *ecosystem adoption depth* and *Customer retention rates*. Empirical data shows that users who adopt multiple Samsung devices show *retention rates* which is 2.3 times higher than single-device users, which confirms the effectiveness of the strategy *ecosystem lock-in* implemented. Analysis *Cohort Analysis* shows that *Customer Lifetime Value* increases significantly with the increase in *Touchpoints* in the ecosystem, creating *Positive feedback loops* that strengthens *Customer stickiness* (Suyanto & Ardhani, 2025). Implementation *Omnichannel Strategy* in the Samsung ecosystem has managed to create *Seamless customer experience* Consistent across multiple *Interaction Channels*. The Samsung Members platform serves as *Central Engagement Hub* that integrates *Customer Support*, *Community Interaction* and *loyalty programs* in one coherent interface. Analysis *Sentiment Analysis* from *Customer Feedback* shows that *perceived value* Samsung's ecosystem increases significantly when users access *integrated services* Compared *Standalone Product Usage*. Strategy *Proactive Customer Service* which is strengthened by *Predictive Analytics* has improved *Customer Satisfaction Scores* and reduce *Churn Rates* substantively.

Effectiveness *retention strategies* also strengthened by *Continuous innovation* deep *Ecosystem capabilities* who maintains *Customer Interest* and *Engagement Levels*. Samsung has succeeded in creating *Innovation Cycles* that *synchronized* with *Customer Lifecycle Stages*, ensuring that *Value proposition* the ecosystem remains relevant and *Compelling* along with the evolution of user needs. Analysis *Customer Journey Mapping* shows that *Critical engagement moments* in the Samsung ecosystem has been optimized for *Maximize conversion* and *minimize friction*, which contributes to *Industry-leading customer satisfaction scores*. Strategy *Personalized engagement* supported by *Advanced Analytics* has improved *Customer Engagement Frequency* and *Session Duration*, which in turn reinforces *Ecosystem Membership* and *Brand Loyalty* (Madani et al., 2020).

Strategic Implications and Development Prospects

Prospective analysis of the evolution of Samsung's digital ecosystem indicates *strategic implications* significant for *Long-term competitive positioning* in the global technology industry. The trajectory of ecosystem development shows *Paradigm Shift* towards *AI-native architecture* that will integrate *Machine Learning Capabilities* in depth in every component of the ecosystem. This strategy indicates that Samsung is preparing for the transition to *Autonomous Ecosystem* who can *Self-Optimization* By *Collective User Behavior* and *Environmental factors*, which has the potential to create

unprecedented levels of Customer Value and Competitive Differentiation. The strategic implications of Samsung's ecosystem evolution also include expansion opportunities deep emerging markets and new customer segments The previous ones underserved. Strategy Ecosystem Localization who adapts Core capabilities with Local Preferences and Regulatory requirements show Potential Scalability significant. Analysis Market Penetration indicates that Samsung has competitive advantages deep Emerging Economies where price sensitivity and Feature Diversity become Key Purchase Drivers. This approach is reinforced by Strategic partnerships with Local ecosystems That makes it possible Market Entry more effective and culturally appropriate (Subramaniam, 2020).

The long-term development prospects of the Samsung ecosystem also indicate convergence opportunities with adjacent industries like automotive, Healthcare and Smart City Infrastructure. Strategy Ecosystem Expansion This has the potential to create New Revenue Streams and Market Opportunities substantial. Analysis Technology Roadmap indicates that Samsung is Positioning to Capitalize at Mega-Trends like Sustainable Technology, Edge Computing and Quantum computing, which has the potential to Redefine digital ecosystem landscape in the coming decade. Investments in Next-Generation Technologies and Platform Capabilities Indicate Long-Term Vision Samsung to maintain Leadership Position deep Evolving Digital Ecosystem which is increasingly Complex and Interconnected (Jo et al., 2021).

5. Conclusion and Suggestion

A comprehensive investigation of Samsung's digital ecosystem reveals a sophisticated strategic construction of integrating products, services, and platforms for the cultivation of sustainable customer loyalty. Samsung's multi-layered architecture demonstrates an ecosystem-centric paradigm that goes beyond conventional product-centric approaches, creating network effects that accelerate customer retention through substantial switching barriers. The mechanism of forming customer loyalty operates through functional, emotional, and behavioral dimensions that are integrated in a seamless customer journey, strengthened by personalization algorithms and predictive analytics that optimize the perceived value ecosystem. Samsung's differentiation strategy through an open ecosystem approach combined with proprietary advantages creates a distinctive competitive positioning in a landscape dominated by walled garden competitors. The effectiveness of customer engagement is manifested in a significant correlation between ecosystem adoption depth and retention rates, confirming the validity of the omnichannel strategy implemented. The long-term strategic implications indicate an evolution towards AI-native architecture that has the potential to redefine industry standards in digital ecosystem management.

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