

The Role of Competitive Advantage In Mediating The Influence Of Customer Relationship Management, Marketing Innovation, On Marketing Performance (Family Bussines In Jawa Timur)

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Abstract

Purpose: This Research is to analyze the relationship between "The Role of Competitive Advantage in Mediating the Influence of Customer Relationship Management, Marketing Innovation, on Marketing Performance". Theoretical Reference: The study was conducted on retail companies in Indonesia using a quantitative approach, and responses from 175 retail owners/managers were obtained via the random sampling method. Method: The analysis technique used is structural equation modeling (SEM) using SmartPLS software. Results and Conclusion: The research findings reveal that retail competitive advantage can be achieved through the implementation of customer-oriented CRM. CRM is also able to support Marketing Innovation, which will further increase competitive advantage. It is important for retail companies to strengthen the implementation of customer relationship management in order to achieve Marketing Performance because CRM is proven to increase the ability of innovation and competitive advantage of retail companies. So it is clear that Marketing Performance is largely determined by Competitive Advantage, Indicates that for the wood furniture industry, the only options available to stay competitive are to use both semi-customized and fast order fulfillment strategies. Implications of Research: implication of research availability of Customer Relationship Management and Marketing Innovation. Further and in-depth research is needed on large samples from various regions in Indonesia's. Value: The novelty of this study is that factors can affect the marketing performance in family business at Indonesia.

Keywords: *Competitive Advantage, Customer Relationship Management, Marketing Innovation and Marketing Performance.*

1. Introduction

The quantity of furniture industry in the regions increases and the business is scattered in some regions of urban industrial centers. This is very positive due to the fact that the existence of this industry has a strategic role for the development of settled industry and links between the production process and its down-stream industry. The consumption patterns are opportunities for furniture ers who serve daily needs. This opportunity has not been optimally utilized by small furniture ers but is more profitable for large furniture ers where the organization and work patterns are structured. In Indonesia's current business climate, the competition between large furniture and small furniture is like the fight between David and Goliath, where large furniture dominate the market. The increase

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in modern market sales is demonstrated by data collected by Nielsen, which shows sales growth of fast-moving consumer goods (FMCG). If broken down, modern furniture sales rose by 2.0%, while sales for traditional stores fell by 1.5%. Developing the capacity to recognize customer needs and provide products or services of value to customers will enable small furniture to develop a loyal customer base to promote their business and maintain business viability. Here is where customer relationship management (CRM) plays a role in increasing customer value.

Customers have product or service needs that are not being met in the modern market, and these unmet needs create opportunities for small businesses if they can identify this market and provide better value than the offerings of incumbent firms (Ardichvili, Cardozo, & Ray, 2003). It can be seen that Indonesian people tend to shop more in modern markets, which are large furniture groups. The phenomenon of the power of large furniture represented by large companies against small furniture run by individuals causes many small furniture to collapse and fail to compete. However, there are still gaps that small furniture can exploit to compete and stay afloat.

Implementation of CRM can be an alternative to developing a loyal customer base. CRM is one strategy that companies use to communicate with customers, and acquire and retain useful customers to create value for the companies and their customers (Wang & Kim, 2017). CRM can lead to a competitive advantage, as it allows a company to better understand its customers, define target customers, retain them, and forecast demand (Bhat & Darzi, 2016). CRM is related to competitive advantage because it provides a different shopping experience for consumers that will make consumers feel at home and encourage repeat purchases so that consumers will become loyal consumers (Bagdare & Jain, 2013).

Based on the thoughts above, then ; 1). The assignment that was carried out was to create promotional media independently with the Canva application using social media Pinterest and Instagram. Based on the results of student work, it can be said that learning by applying e-book learning media using the kvisoft flipbook maker was able to improve students' digital technopreneurshipup competencies (Wening Patmi, 2020). Then; 2). a direct influence of social media marketing, SerQual, and eWOM on Purchase Intention. The theoretical implication of this study is to find additional knowledge about marketing strategies in the field of SMEs. And integrate marketing and technology capabilities to optimize social media marketing against the purchase intentions of SMEs consumers, especially coffee shop franchises (Armawan, 2022). So that 3). The digital marketing had a positive and significant effect on the marketing performance, the digital orientation had a positive and significant effect on the marketing performance, marketing capabilities had a positive and significant effect on the marketing performance and information technology capabilities had a positive and significant effect on the marketing performance (Sultoni, 2022). Not much different is mentioned : "The successful implementation of knowledge management in the Aida Furniture company was determined by leadership and management support, organizational culture, information technology innovation, training and education. This understanding will help companies to identify important issues that must be faced when designing and implementing knowledge management (Sudarmiatin, et, al 2022). Thoughts that also support that ; strengthening of the tax education is very important in shaping the tax knowledge, so that it can increase tax compliance. In this case, the tax socialization efforts can be done through the dissemination of information about the types of taxes, tax rates, tax payment mechanisms and tax benefits (Mukhlis, 2015).

Researchers have revealed that not all CRM practices are successful, one of the causes of failure is an excessive focus on the benefits of implementing technology, thus ignoring the customer-centric view of CRM (Bhat & Darzi, 2016). In fact, CRM success is also related to innovation ability, and researchers generally attribute the effect of innovation ability to better organizational performance (Soltani, Zareie, Milani, & Navimipour, 2018; Valmohammadi, 2017; Wang, Yang, & Chuang, 2020). However, there is still a

limited number of studies about the mediating role of innovation in the relationship between CRM and competitive advantage. This study fills this gap by focusing on a CRM view that is centered on the competitive advantage that has an impact on Marketing Performance . The purpose of this study is to investigate the role of CRM on competitive advantage and its consequences on Marketing Performance in the furniture sector in addition to exploring the role of innovation as a mediator of the relationship between CRM and competitive advantage.

Those are the main problems regarding the competitiveness of furniture industry. Therefore, it can be concluded that linkage needs mutual help and mutual benefit between small and medium and big industries followed by the role of small industry in supporting the need of medium and big industry for various components of their production result needs. However, the relationship between the two business groups has not reached a firm and controlled balance.

2. Literature Review and Hypotheses

Customer Relationship Management (CRM)

Five CRM activities that are often used include information sharing, customer involvement, partnership, problem solving, and technology-based CRM (Valmohammadi, 2017). CRM capabilities can be seen from customer interaction management, customer relationship improvement, and customer win-backs (Wang et al., 2020). Customer interaction management skills are skills to identify and acquire customers and retain them for the benefit of the company. Customer relationship improvement capability is the ability to analyze customer data to increase sales, while the customer win-back capability is the skill to rebuild relationships with inactive customers.

CRM and Competitive Advantage

CRM supports the customer knowledge creation process (Khodakarami & Chan, 2014). Increased customer knowledge includes two aspects, namely customer orientation and innovation orientation (Fidel, Schlesinger, & Emilo, 2018), which are useful for obtaining a sustainable competitive advantage (Chengwu, 2020; Lin, Chen, & Chiu, 2010). CRM is one of the innovation-oriented strategies of a sustainable business model (Gil-Gomez, Guerola-Navarro, Oltra-Badenes, & Lozano-Quilis, 2020).

CRM is a mutually beneficial relationship-oriented business strategy, aimed at increasing customer engagement and company performance (Wang & Kim, 2017). Currently, the marketing strategy is changing from transaction-oriented to relationship-oriented as CRM is key to achieving mutually beneficial relationships with customers and achieving competitive advantage (Chengwu, 2020), which is difficult for competitors to imitate (Zhang, Guo, Hu, & Liu, 2017). Based on the above information, this study proposes the following hypothesis:

H1. CRM is positively related to competitive advantage.

Competitive Advantage and Marketing Performance

Studies have shown that the key to successful strategy implementation depends on how a company is able to optimize its resources (Barney, 1986), and when that happens, a company will gain a competitive advantage (Kim & Hoskisson, 2015; Marinagi, Trivellas, & Sakas, 2014; Urbancova, 2013). Based on the perspective of a resource-based view, competitive advantage will be achieved if a company has superior resources, including capabilities, processes, attributes, and knowledge, compared to its competitors (Barney, 1991). Competitive advantage will give the organization the possibility to select and implement strategies that will differentiate it from its competitors. All parts of the organization, whether in the form of resources or activities, can bring a competitive

advantage (Lee & Chu, 2011) and contribute to the company's level of performance (Ferreira & Fernandes, 2017).

Previous studies have revealed that competitive advantage supports the achievement of Marketing Performance (Kiyabo & Isaga, 2020; Yang, Ishtiaq, & Anwar, 2018; Yasa, Giantari, Setini, & Rahmayanti, 2020; Zainol & Al Mamun, 2018). Companies that have a competitive advantage will provide economic value that is difficult to obtain by competitors (Helfat & Peteraf, 2015), so it is important for managers to develop competitive advantages for improving Marketing Performance (Rua, França, & Fernández Ortiz, 2018).

H2. Competitive advantage is positively related to Marketing Performance .

H3. The relationship between customer relationship marketing and Marketing Performance is mediated by

competitive advantage. CRM, Marketing Innovation , and Competitive Advantage

The role of CRM becomes very important in an increasingly competitive market (Valmohammadi, 2017) because it will increase Marketing Innovation (Lin et al., 2010; Wang et al., 2020). Basically, innovation depends on the ability to integrate resources with capabilities (Inauen & Schenker-Wicki, 2011). CRM is a strategy to develop Marketing Innovation that will encourage the achievement of competitive advantage (Lin et al., 2010; Ramani & Kumar, 2008). Through innovation, effectiveness and efficiency will be achieved through process improvement, which will result in a competitive advantage. Innovation is considered important to realize a competitive advantage because innovative companies will have the ability to adapt to changes (Valmohammadi, 2017). In the service sector, innovation will encourage companies to develop their services, which will create and maintain value for stakeholders (Dervitsiotis, 2010).

H4. CRM is positively related to Marketing Innovation .

H5. Marketing Innovation are positively related to competitive advantage.

H6. The relationship between CRM and competitive advantage is mediated by Marketing Innovation .

CRM is an important key to achieving mutually beneficial relationships with customers and achieving competitive advantage. The relationship between CRM, Marketing Innovation, competitive advantage, and Marketing Performance is formulated in the research model presented in Figure 1.

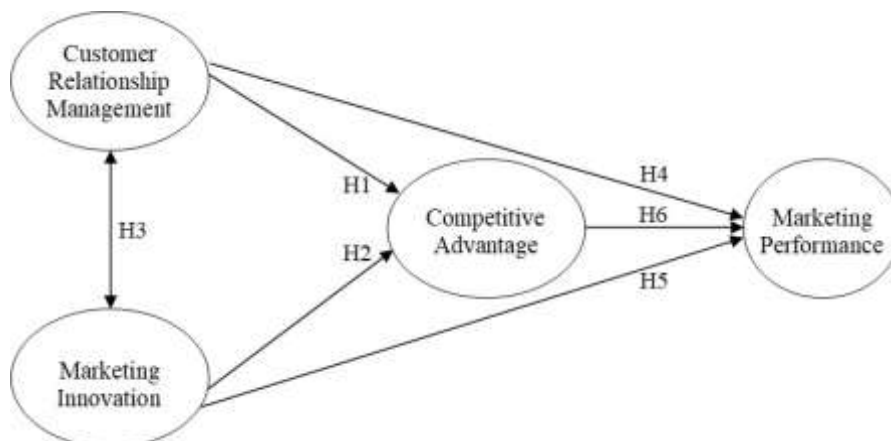


Figure-1. Research Model.

Source; processed theory and research, 2023

3. METHODS

Sample and Data Collection

The study was conducted to determine the relationship between CRM and innovation with a competitive advantage and its impact on Marketing Performance . Using quantitative research, primary data collection was done through questionnaires, which were distributed to furniture owners/managers. The sample was selected using a simple random sampling technique that ensures that each individual from a population has the same probability of being included in the sample. This study's sample consists of 175 furniture in East Java Province, Indonesia, spread over four cities and 15 districts.

Measurement

CRM measurement was adopted from Wang et al. (2020), which consists of three dimensions, namely:

- a. Customer interaction management capability.
- b. Customer relationship upgrading capability.
- c. Customer win-back capability.

The competitive advantage dimensions were adopted from Wang & Feng (2012), namely:

- a. Efficiency (one of the company's advantages over competitors).
- b. Quality (the quality of the product or service can be trusted, and it becomes the company's advantage over competitors).
- c. Customer response (the ability to meet customer needs faster than competitors and provide satisfaction to customers, which will form a competitive advantage for the company).

The measurement of Marketing Innovation was adopted from Valmohammadi (2017) using two dimensions, namely product innovation and process innovation.

- a. Product innovation (the ability to develop an entirely new product or service).
- b. Process innovation (the ability to create products or services through new innovations).

Marketing Performance was adopted from Wang & Feng (2012) using the dimensions of profitability, sales growth, market share, and customer satisfaction.

Each construct was measured using multiple items, which were operationalized using a five- point Likert Scale, ranging from 1 (strongly disagree) to 5 (strongly agree).

Data Analysis

The primary data obtained from the respondents was analyzed using PLS-SEM to determine the relationships between the constructs. PLS-SEM makes it easy for researchers working with structural equation models. In SEM, the notion of the relationship of various variables is expressed in a picture, both for relatively simple relationships and more difficult ones.

4. Result and Discussion

The first step in the analysis is to evaluate the validity and reliability of the constructs, namely the value of factor loading, composite reliability, convergent validity, and discriminant validity (see Table 1 and Table 2). Table 1 shows that the indicator for each construct has a factor loading value of more than 0.7, and the composite reliability value of each construct is more than 0.7, explaining that the construct has a satisfactory degree

of reliability. Furthermore, the AVE value of each construct is more than 0.5, so the construct meets the convergent validity criteria.

Table-1. Factor loadings, validity and reliability.

Variables & Indicators	Factor Loading	Composite Reliability	AVE
Marketing Performance(MP)		0.905	0.706
MP1	0.905		
MP2	0.887		
MP3	0.803		
MP4	0.734		
Customer Relationship Management (CRM)		0.893	0.737
CRM1	0.689		
CRM2	0.816		
CRM3	0.889		
Competitive Advantage (CA)		0.920	0.794
CA1	0.895		
CA2	0.799		
CA3	0.874		
Marketing Innovation (MI)		0.847	0.735
MI1	0.799		
MI2	0.862		

Source; processed theory and research, 2023

The discriminant validity test uses the Fornell–Larcker criteria. The test results in Table 2 show that the AVE value is higher than the highest value of the quadratic correlation between constructs (0.635), so the construct meets the criteria of discriminant validity.

Table-2. Discriminant validity.

Variables	Business Performance	CRM	Competitive Advantage	Innovation Capability
Marketing Performance(MP)	0.706*			
CRM	0.224	0.737*		
Competitive Advantage (CA)	0.472	0.146	0.794*	
Marketing Innovation (MI)	0.635	0.142	0.436	0.735*

Note: * AVE value.

Source; processed theory and research, 2023

The evaluation of the model in this study uses the criteria of the coefficient of determination (R²), Q² value, and (Hair, Ringle, & Sarstedt, 2011). R² describes the level of variance described by the construct, as a measure of the model's prediction accuracy; Q² is cross-validated redundancy, a measure of predictive relevance of the construct; and examines the effect size of the path model. In testing the first model for an endogenous competitive advantage variable with an R² value of 46.9% (see Figure 2), the

model has a moderate level of accuracy. The second model test has two endogenous variables, namely CRM and Marketing Innovation , and with an R2 value of 46%, the model has a moderate level of accuracy (Hair et al., 2011). The result of the cross-validated redundancy test for the competitive advantage construct is Q2 = 0.334, and the Marketing Innovation construct is Q2 =

0.088. Since the Q2 value of each construct is greater than zero, the model has predictive relevance criteria. Furthermore, the value of f^2 for competitive advantage on Marketing Performance of 0.883 shows a very large effect, but the effect of CRM on competitive advantage is $f^2 = 0.04$ (very low), while the effect of CRM on Marketing Innovation is $f^2 = 0.150$ (the effect size is moderate) (Cohen, 2013).

The next stage is to obtain the test results for the research hypotheses. We view and test the hypotheses by looking at the results of the calculations. Hypothesis testing is done by looking at the t-value and p-value of each relationship between variables; the hypothesis is supported if the p-value is less than 0.05. Table 3 shows that the relationship between CRM and competitive advantage is positive and significant ($\beta = 0.216$; p-value = 0.006), thus H1 is supported. The relationship between competitive and Marketing Performance is positive and significant ($\beta = 0.405$; p-value = 0.000), thus H2 is supported. The relationship of CRM and Marketing Innovation is positive and significant ($\beta = 0.677$; p-value = 0.000), thus H4 is supported. Marketing Innovation has a positive and significant relationship with competitive advantage ($\beta = 0.588$; P value = 0.000), thus H5 is supported.

Table-3. Hypothesis.

Relationship	β	T-value	P-value	Hypothesis Result
CRM --> CA	0.216	2.761	0.006	H1 is supported
CA --> MP	0.405	20.668	0.000	H2 is supported
CRM --> CA --> MP	0.113	2.687	0.007	H3 is supported
CRM --> MI	0.677	6.286	0.000	H4 is supported
MI --> CA	0.588	12.669	0.000	H5 is supported
CRM --> MI --> CA	0.217	5.569	0.000	H6 is supported

Source; processed theory and research, 2023

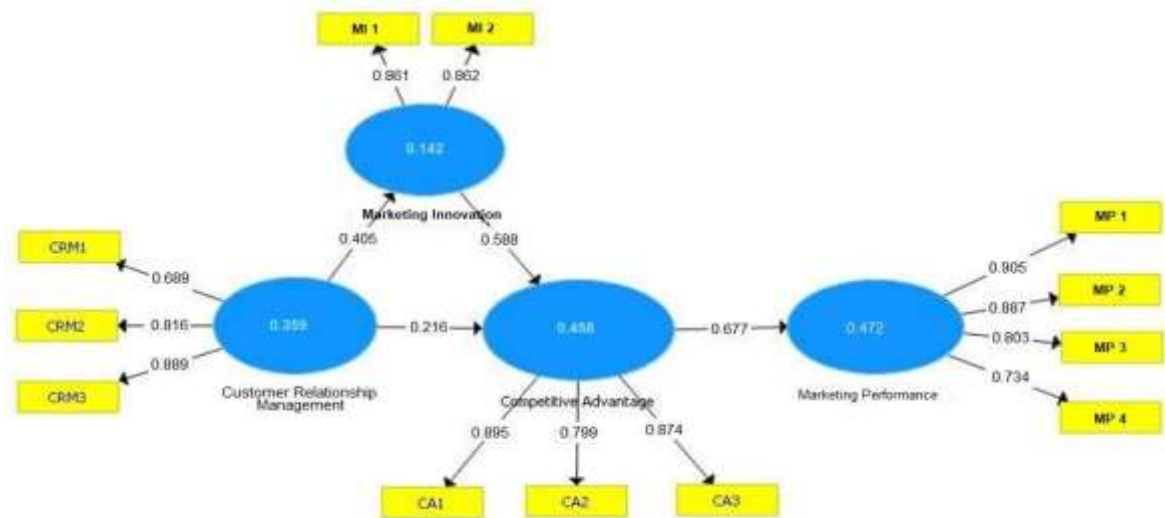


Figure-2. Structural Model.

Source ; processed theory and research, 2023

The results of the analysis also show the role of competitive advantage mediates the relationship between CRM and Marketing Performance ($\beta = 0.113$; P value = 0.007), thus H3 is supported. Furthermore, Marketing Innovation mediates the relationship between customer relationship management and competitive advantage ($\beta = 0.217$; P value = 0.000), thus H6 is supported. The study increases understanding of the effects of CRM on competitive advantage loyalty and its impact on furniture Marketing Performance in developing countries such as Indonesia. The empirical model is tested by emphasizing customer-based CRM that combines innovation and outcome variables, namely competitive advantage and Marketing Performance.

Studies have revealed that CRM has a significant positive relationship with competitive advantage. This explains that furniture who run CRM effectively by identifying, acquiring, and retaining profitable customers, driving increased sales based on customer data analysis, and rebuilding relationships with inactive customers will be able to create and deliver value to customers. The ability to retain customers will be useful in providing a sustainable competitive advantage (Bhat & Darzi, 2016; Chengwu, 2020). Companies that implement CRM will have a competitive advantage, which is difficult for competitors to imitate (Zhang et al., 2017). CRM is critical to competitive advantage by not only acquiring and retaining customers, but also being able to rebuild relationships with inactive customers and leverage customer data analytics to increase sales.

This study also reveals that that competitive advantage will improve Marketing Performance. Competitive advantage is the achievement of a company's strategy that is difficult for competitors to imitate, which will give the organization the possibility to choose and implement a strategy that will distinguish the organization from its competitors. Furniture that have a competitive advantage must have better product or service quality and be able to provide superior services compared to competitors. Competitive advantage will provide economic value for the company, which competitors do not have (Helfat & Peteraf, 2015), thus developing a competitive advantage will contribute to improving Marketing Performance (Rua et al., 2018; Yang et al., 2018; Yasa et al., 2020; Zainol & Al Mamun, 2018). This study provides insight into the mediating role of competitive advantage on the relationship between CRM and Marketing Performance. CRM plays a role in increasing competitive advantage and its impact results in an increase in Marketing Performance.

Another finding of this study is that Marketing Innovation acts as a partial mediation between CRM and competitive advantage. This is indicated by a significant direct and indirect relationship between CRM and competitive advantage, namely through Marketing Innovation. Furniture that implement CRM will encourage efforts to innovate both products and processes. Product innovation is the ability to find completely new products or services, while process innovation is the ability to produce products or services through new methods. If both can be implemented, it will create a competitive advantage for the company. These results are relevant to literature regarding CRM and its ability to increase Marketing Innovation (Lin et al., 2010; Wang et al., 2020).

5. Conclusions

This study identifies practical implications for furniture about the importance of building increasing competitiveness, namely through CRM strategies and Marketing Innovation. This requires furniture companies to focus on the ability to provide better value to their customers, as well as innovate products, services, and processes. The model in this study can help furniture managers to retain their customers through CRM improvement. The theoretical implications of the results of this study have identified the importance of CRM and Marketing Innovation as a precursor to competitive advantage, which strengthens academics' propositions about the importance of CRM, and its impact on the achievement of furniture Marketing Performance.

This study was conducted to test the empirical model that aims to analyze and prove the effect of CRM and innovation on competitive advantage, and their effect on improving furniture Marketing Performance . The results of the analysis revealed that CRM plays a role in building the competitive advantage of furniture companies, and it was also empirically proven that the relationship is mediated by Marketing Innovation. Another finding from the research is that furniture have a competitive advantage over competitors due to improved Marketing Performance , and that competitive advantage can be achieved from CRM. So competitive advantage acts as a mediation of the relationship between CRM and Marketing Performance .

The study is limited to furniture companies in the East Java region of Indonesia according to the phenomena identified, thus limiting the external generalizability of the results. Research on several types of companies and a wider sample will provide a better level of generalization. In addition, CRM in this study is focused on a strategic perspective, specifically CRM, to create and provide value for customers. Further research can be developed by considering CRM from an operational perspective and include business process automation through technology adoption as well as adopting an analytical perspective relating to the integration of customer data to increase customer and company value.

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This article original is a requirement for completing for Tri Dharma University which must be published and I chose the this Journal. I am willing to comply with the rules of journal and I have assumed responsibility for any made to the manuscript, if problems occur in any form, then I declare full responsibility for my paper.

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