



IMPROVING MARKETING PERFORMANCE THROUGH CRM: A RESOURCES BASED VIEW APPROACH SUSTAINABLE PT GAJAH SURYA PERKASA

Haryono¹ Meyti Hanna Ester Kalangi²
Universitas 17 Agustus 1945 Surabaya^{1,2}

E-Mail: captharyono1957@gmail.com¹, meytihanna77@gmail.com²

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Abstract

Customer Relationship Management (CRM) in the logistics industry often does not get enough attention, even though its success can produce significant competitive advantages. In this article, we discuss how the implementation of CRM (Customer Relationship Management) based on the Sustainable Resource-Based View (RBV) approach can improve marketing performance in PT Gajah Surya Perkasa. By focusing on on-time delivery, efficiency in the supply chain, and managing customer relationships, the company can maximize resources to create a sustainable competitive advantage. In addition, this research emphasizes the cooperation between the loading and unloading company (PBM) with PT Citra Swastika Sentosa, the trucking party, as well as warehouse management, human resources and logistics in improving the effectiveness of Customer Relationship Management (CRM).

Keywords: *Customer Relationship Management, Resource-Based View, Marketing Performance*

INTRODUCTION

In the midst of increasingly fierce business competition, companies are required to not only concentrate on the products or services they offer, but also on efforts to build and maintain strong relationships with customers. According to a report by the Indonesian Logistics Association (ALI, 2023), effective CRM implementation can increase operational efficiency by up to 20% and customer satisfaction by up to 15%. In this context, Customer Relationship Management (CRM) has emerged as one of the key strategies to improve marketing performance and maintain business sustainability. Through CRM, companies can understand customer needs more deeply, increase satisfaction, and create ongoing loyalty. However, to implement CRM effectively, adequate organizational

resources and capabilities are required, which can be explained through the Resource-Based View (RBV) approach.

PT Gajah Surya Perkasa is a company that focuses on logistics services. Loading and Unloading Company in collaboration with PT Citra Swastika Sentosa, Trucking, as well as warehouse management, human resources and logistics. In this case, PT Gajah Surya Perkasa is experiencing challenges in facing increasingly fierce competition and increasing customer expectations to maintain customer loyalty. Therefore, this research is expected to make a theoretical contribution to the development of the concept of CRM and RBV Sustainable, as well as a practical contribution to PT. Gajah Surya Perkasa in improving marketing performance and competitiveness. with a sustainable Resource-Based View (RBV) approach. Resource-Based View (RBV) Sustainable, focuses on how companies can create long-term competitive advantages by utilizing valuable, scarce, hard-to-replicate, and well-organized resources (Barney, 1991).

The principle of Resource-Based View (RBV) is closely related to the theory of competitive advantage. To achieve a sustainable competitive advantage, companies need to achieve optimal economic rents or returns. Furthermore, the main focus is how the company can gain and maintain those advantages. This study aims to analyze the application of Customer Relationship Management (CRM) with a Sustainable Resource-Based View (RBV) approach that can improve Marketing Performance in PT. The Mighty Solar Elephant. In addition, this study also emphasizes the importance of cooperation in the supply chain as a factor that supports the effectiveness of Customer Relationship Management (CRM) and its impact on increasing the foreign power of companies in the logistics industry.

This study uses the Resource-Based View (RBV) approach to describe how an organization's resources and capabilities can help in the efficient implementation of Customer Relationship Management (CRM). The Resource-Based View (RBV) emphasizes that competitive advantage can be achieved by utilizing the specific and valuable resources owned by a company. In the case of PT. Gajah Surya Perkasa, physical resources such as CRM technology and infrastructure, as well as nonphysical resources such as understanding of customers and company image, play an important role in improving marketing performance. In addition, this study also emphasizes the importance of sustainability in the implementation of Customer Relationship Management (CRM).

Based on this background, this research aims to analyze how the implementation of CRM based on the Sustainable Resource-Based View (RBV) approach can improve marketing performance in PT. The Mighty Solar Elephant. In addition, this research is expected to make a theoretical contribution to the development of the concept of CRM and Sustainable RBV, as well as a practical contribution for companies in improving business competitiveness and sustainability.

METHOD

This research is a research using a quantitative approach, based on the level of explanation, so this type of research is an associative research or research that examines the influence of the exogenous variables of Customer Relationship Management, supply chain collaboration on endogenous variables Marketing Performance and the intervening variable Resource-Based View (RBV) Sustainable. Sampling techniques using Simple Random Sampling are used to ensure that every member of the population has an equal chance of being selected as a sample, thus reducing bias in the research. Data analysis using Structural Equation Modeling (SEM) analysis is used to test the causal relationship between exogenous and endogenous variables, as well as to validate the research model.". The population of this study is all employees at PT. Gajah Surya Perkasa, Surabaya. The magnitude of the direct effect based on the results of the analysis carried out, it can be seen that the results of the estimation of the values of the direct influence parameters between exogenous variables and endogenous variables are as seen in **Tabel 1. Regression Weights**

Variabel	Estimate	S.E	C.R	P
RBV_Sustainable <= CRM	0.450	0.120	3.750	0.000
Marketing_Performance <= RBV_Sustainable	0.620	0.150	4.133	0.000
Marketing_Performance <= CRM	0.320	0.110	2.909	0.004

Source: Analysis results, 2025

This hypothesis test is based on the processing of research data using SEM analysis, by analyzing the value of the coefficients displayed in the table. **Table 2. Hypothesis Recap Results**

HIPOTESIS	STATEMENT	RESULT
First	CRM has a positive and significant effect on RBV Sustainable.	ACCEPTED
Second	Resource-Based View Sustainable (RBV Sustainable) has a positive and significant effect on Marketing Performance.	ACCEPTED
Third	CRM has a direct and significant effect on Marketing Performance.	ACCEPTED

Source; Data processed 2025

DISCUSSION

1. Hypothesis testing 1: CRM has a positive effect on *RBV Sustainable*. The results of the analysis show that *Customer Relationship Management* (CRM) has a positive and significant influence on *Resource-Based View Sustainable* (RBV_Sustainable) with a CR value of 3,750 and a probability of 0,000



(<0.05). This shows that CRM significantly affects resource-based sustainability.

2. Hypothesis test 2: *Sustainable Resource-Based View* (RBV) has a positive effect on *Marketing Performance*.

Resource-Based View Sustainable (RBV_Sustainable) has a positive and significant influence on *Marketing_Performance* with a CR value of 4.133 and a probability of 0.000 (<0.05). This shows that resource-based sustainability significantly improves marketing performance.

3. Hypothesis testing 3: CRM has a direct effect on Marketing Performance

Customer Relationship Management (CRM) also has a positive and significant influence on *Marketing_Performance* with a CR value of 2.909 and a probability of 0.004 (<0.05). This shows that CRM directly affects marketing performance.

CONCLUSION

Based on the results of the analysis and discussion, the conclusions in this study are as follows:

1. The Influence of CRM on RBV Sustainable: Based on the results of research, Customer Relationship Management (CRM) has a positive and significant influence on Resource-Based View Sustainable (RBV Sustainable). This shows that the effective implementation of Customer Relationship Management (CRM) can improve resource-based sustainability in organizations.
2. The Influence of RBV Sustainable on Marketing Performance: ResourceBased View Sustainable (RBV Sustainable) also has a positive and significant influence on Marketing Performance. This suggests that resource-based sustainability can significantly improve marketing performance.
3. Direct Influence of CRM on Marketing Performance: In addition, CRM has a direct and significant influence on Marketing Performance. In other words, CRM not only affects resource-based sustainability but also directly plays a role in improving marketing performance.

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