Influence of Customer Relations Management on Product Quality and Competitive Advantages in Improving the Marketing Performance of the Small Food Industry in East Java

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ABSTRACT: *The research objective was to find clarity about the influence of CRM on product quality, competitive advantage and performance of the small food industry in Java, and researchers offered a research model. The research approach is quantitative, explanatory. The population of this study is the small-scale industrial food business owners in East Java. The research sample was 200 respondents and the sampling method used a purposive method. The analysis technique uses SEM with Wrap PLS analysis tools. The results showed clarity that: CRM has an effect on product quality, competitive advantage and marketing performance. Product quality and competitive advantage affect marketing performance and product quality that has not affected the competitive advantage of the small food industry. Therefore, entrepreneurs in the small food industry should think about product quality according to market tastes.*

KEYWORDS: *Customer Relationship Management, Product Quality, Competitive Advantages, Marketing Performance*

I. INTRODUCTION

The use of information technology and cyber media is a powerful means to establish communication with consumers in order to conduct customer relationship management (CRM) by companies. With sophisticated information technology, companies and marketers can deal directly with consumers more efficiently. The use of Cybermedia technology, will make all complaints can be answered right away and there can be an interactive dialogue between producer-distributor and producer-consumer. Manufacturers can save a database of distributors and customers. The use of the above methods is very efficient and effective in building good relationships with consumers where companies do not need to make personal contact (face to face), but enough with computer media, through websites, email, or chat.

Besides CRM, product quality can also be used as a strategic in achieving competitive advantage. Product quality is a potential strategy weapon to defeat competitors. Capability of product quality to show various functions of durability, reliability, accuracy and ease of use, so that product quality can be used as a competitive advantage. Lakhal Research (2009); Prajogo (2007) proves that product quality is the company's competitive advantage. Customers generally want high-quality products. For companies, success in creating high-quality products shows that the company has made more strategic moves than its competitors. This requires the intelligence of the company in exploring the desires of its customers so that the products they produce in the end are in accordance with the wishes of the customers. Thus the quality of the product must be maintained and even improved over time. While Li, Ling (2010) succeeded in proving the positive influence between competitive advantage and marketing performance as measured by sales volume, profit level, market share, and return on investment. Competitive advantage can be obtained from the company's ability to process and utilize its resources and capital. Companies that are able to create competitive advantage will have the power to compete with other companies because their products will remain in demand by customers. Thus the competitive advantage has a positive influence on improving the company's marketing performance (Im and Workman, 2014; Suchánek et al., 2014; Dunk, 2007).

The high level of competition that exists is not only felt by large companies, but also experienced by small companies, including the small food product industry in Indonesia, especially in East Java Province. The changes that occur in the small food production industry occur among them due to an increase in the level of industrial competition, increases in raw material prices, and declining consumer purchasing power. The company must continue to strive to maintain its survival, and the progress of the company depends entirely on the company's ability to create and foster competitiveness that can adjust quickly to changes that occur.

Based on these explanations, a more in-depth study will be conducted and focused on the influence of CRM on product quality, competitive advantage and marketing performance of the small food industry in East Java.

II.   LITERATURE REVIEW AND HYPOTHESES

2.1   Customer Relationship Management

Customer relationship management is the process of building and maintaining relationships with profitable consumers by providing products that are very valuable to consumers and making consumers satisfied (Kotler and Armstrong, 2015). Customer Relationship Management is a way for companies to build relationships with customers with the aim of maintaining customer loyalty and commitment to keep using the company's products in question (Schiffman and Kanuk, 2013).

2.2   Product Quality

Product quality is a consumer assessment of the superiority or privilege of a product (Tjiptono, 2014). Product quality is a potential strategic weapon to defeat competitors. Capability of product quality to show various functions including durability, reliability, accuracy, and ease of use (Kotler and Armstrong, 2015); Schiffman and Kanuk (2013).

2.2   Competitive Advantage

Competitive advantage is a benefit strategy for companies that collaborate to compete more effectively in the marketplace. Competitive advantage, is basically growing and develops from the value, or benefits created by the company for its buyers, which is more than the cost that must be incurred to create it. This value or benefit is available to be paid by the buyer, and the superior value that comes from offering a price lower than the competitor's price, for equal benefits or offering unique benefits that exceed the price offered (Porter, 2008).

2.3   Marketing Performance

Marketing is the main activity of the company, no company can survive if it is unable to market the goods it produces well. Marketing is more dealing with customers compared to other marketing functions. Understanding, creating, communicating, and giving value to consumers is the core of modern marketing, so marketing is the process of giving satisfaction to consumers to earn profits (Kotler and Armstrong, 2015; Minztberg, 2007; Haiyang and Kwaku, 1999).

2.4   Research Framework and Hypothesis

Based on the literature review and discussion described earlier, a research framework can be developed that explains the relationship between research variables. Figure 1 illustrates the relationship between customer relationship management, product quality, competitive advantage and marketing performance.
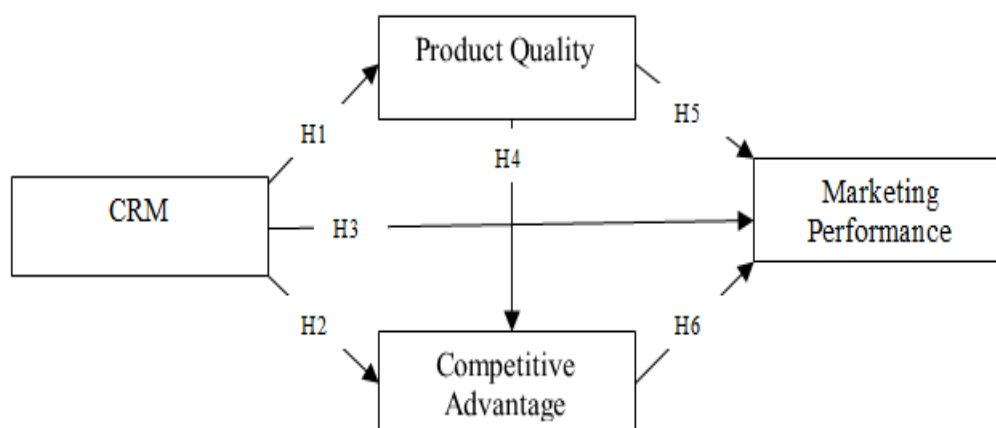

Figure 1: Research Framework

In this study the proposed hypothesis is as follows:
1. Customer relationship management has a significant effect on product quality.
2. Customer relationship management has a significant effect on competitive advantage.
3. Customer relationship management has a significant effect on marketing performance.
4. Product quality has a significant effect on competitive advantage.
5. Product quality has a significant effect on marketing performance.
6. Competitive advantages have a significant effect on marketing performance.

III. RESEARCH METHODES

This research is a causal study that will prove the causal relationship between independent variables (CRM), intervening variables (product innovation and competitive advantage) and non-independent variables (marketing performance). The study population is all small food business owners in East Java. The analysis technique uses the analysis of the Structural Equation Model with the Warp PLS analysis tool. The number of samples studied was 200 respondents (Slovin). While the sampling method uses a purposive sampling method. The criteria for respondents are entrepreneurs who are still actively working for at least the last 1 year.

VI. RESULT AND DISCUSSION

4.1 Descriptive data analysis

This study uses a questionnaire instrument with a Likert scale. CRM variables, use 3 indicators adopted from Sheth et al. (2002), namely: individual marketing, sustainable marketing, and partnership programs. Product quality uses 5 indicators adopted from Zeithalm (1988); Tjiptono (2014); Kotler and Armstrong (2015), namely: special, reliable, easy to use, aesthetic, and durability. Competitive advantage uses 4 indicators adopted from (Droge and Vickery, 1999; Song and Parry (1997), namely: product uniqueness, instability or difficult to imitate, product quality and competitive prices. Marketing peformance uses 4 indicators adopted from Bharadwaj et al. (1993), Zhou et al. (2009), Voss and Voss (2000), namely: sales volume, sales growth rate, customer growth and profitability.

Table 1: Characteristics of respondents (N = 200)

Characteristics		Frequency	Percent
Gender	Men	127	63,5
	Women	73	36,5
Age (years)	≤ 20	15	07,5
	21-35	71	35,5
	36-50	82	41,0
	≥ 51	32	16.0
Level of education	Not high school	22	11,0
	High school	82	41,0
	diploma	78	39,0
	Bachelor	18	09.0
	≤ 1 year	17	08,5
Long time doing business	2-4 year	68	34,0
	≥ 5 year	115	57,5

Descriptive data analysis of 200 respondents showed that: Characteristics of respondents by sex were predominantly male, namely 63.5% compared to women 36.5%. Characteristics of respondents based on age, it is seen that the dominant age range of 36-50 years is 41.0%, in the age range of 21-35 years is 35.5%, in the age range ≥ 51 years is 16.0%, and the rest is in the range age ≤ 20 years at 7.5%. The education level of the majority of respondents was high school, which reached 41.0%, diploma education was 39.0, while the rest were undergraduate at 9.0%.Characteristics of respondents based on the length of time they have been in business, it can be seen that respondents have done business more than 5 years as much as 42.5%, and ranges from 2-4 years amounted to 34.0%, and the remaining less than 1 year at 8.5%

4.2   Test of research instruments
Validity Test
From the result of Pearson product moment correlation, it is known that all questionable items in the questionnaire have a significant correlation at the error rate of 5%, so it can be said all the questionable items are valid (Table 2).

Reliability Test
With cronbach alpha test (α) in this research indicate that all research variables are reliable, because all of alpha coefficient value from each research variable is bigger than standardized (0,6), so that each question item in measurement instrument can Used. The value of corrected total correlation items of all question items is greater than 0.3(Table 2).

Table 2: Validity and Reliability Test

Research variables	Indicator	Question Number	Pearson correlation	Coefficient Alpha (α)
CRM	Crm1	01-03	0.925**	0,929
	Crm2	04-06	0.841**	
	Crm3	07-09	0.985**	
Quality	Qual1	10-12	0.750**	0,829
	Qual2	13-15	0.907**	
	Qual3	16-18	0.748**	
	Qual4	19-21	0.980**	
	Qual5	22-24	0.610**	
Compet	Comp1	25-27	0.847**	0,690
	Comp2	28-30	0.936**	
	Comp3	31-33	0.844**	
	Comp4	34-36	0.933**	
Peform	Pefo1	37-39	0.755**	0,771
	Pefo2	40-42	0.747**	
	Pefo3	43-45	0.825**	
	Pefo4	46-48	0.842**	

CRM: Customer relationship management; Quallity: product quality; Compe: competitive advantage; Peform: marketing peformance
**. Correlation is significant at the 0.01 level (2-tailed).

4.3 Measurement of Fit overall Model

The Measurement of Fit overall Model was performed to show the entire Outer model and Inner model of the study. Measuring the outer model (Table 3), informs that all indicators of the research variable are significant and have values greater than 0.5. Thus each indicator can explain the variable construct.

Table 3: Measurement results of the outer model

Research variables	Relationship	Loading Factor (λ)	Probability
CRM	CRM→crm1	0.767	0.000
	CRM→crm2	0.982	0.000
	CRM→crm3	0.956	0.000
Quality	Qual→qual1	0.932	0.000
	Qual→qual2	0.951	0.000
	Qual→qual3	0.960	0.000
	Qual→qual4	0.803	0.000
	Qual→qual5	0.931	0.000
Compet	Compet→comp1	0.900	0.000
	Compet→comp2	0.790	0.000
	Compet→comp3	0.966	0.000
	Compet→comp4	0.970	0.000
Peform	Peform→pefor1	0.849	0.000
	Peform→pefor2	0.945	0.000
	Peform→pefor3	0.757	0.000
	Peform→pefor4	0.970	0.000

4.3.1 Test the Validity of Research Variables

The validity test of the variables in this study was reported by convergent validity test and discriminant validity test. Table 4, informs that the value of average variances extracted (AVE) for variable customer relationship management, product quality, competitive advantage, and marketing performance shows that all AVE values are greater than 0.5. This shows that all the values of the research variables meet the AVE

requirements, so it can be concluded that all the convergent measures of the validity variable of the research are good.

Table 4. Average variances Extracted (AVE) and Correlations among latent variables

Variable	AVE	CRM	Quality	Compet	Peform
CRM	0.636	**0.798**	0.148	0.755	0.525
Quality	0.683	0.148	**0.695**	0.233	0.411
Compet	0.712	0.455	0.233	**0.716**	0.598
Peform	0.653	0.525	0.411	0.598	**0.673**

Discriminant validity is indicated by the value of AVE, s (square roots of average variance extracted), where the value of AVE, s is in the diagonal position of the correlations of the Warp PLS output, and the expected value is greater than the correlation value on the same block . As shown in Table 5, where the overall value of the diagonal block is greater than the value of the same block. This shows that all variables meet the expected discriminant validity criteria.

4.3.2 Research Variable Reliability Test

Test reliability of research variables was measured by two criteria, namely composite reliability and cronbach's alpha. A variable is declared reliable if the composite reliability, value is greater than 0.7 and the cronbach alpha value is above the value 0.6.

Table 5. Reliability Test Results

Variable	Reliability	
	Composite Reliability	Cronbach's Alpha
Customer relationship	0.827	0.675
Management	0.796	0.674
Product quality	0.805	0.675
Competitive advantage	0.768	0.698
Marketing Performance		

Based on the output results in Table 5, inform that all research variables have composite reliability values greater than 0.7 and cronbach's alpha greater than or equal to 0.6 so it can be concluded that the structural model used is good.

4.3.4 Evaluate the goodness of fit model

The results of data processing using a sample of 200 indicate the APC value is 0.321, the ARS value is 0.368, the AARS value is 0.362 with a significance <0.001 which means the model is fit. From the values obtained, then it can be interpreted that the model is good enough to explain the phenomenon studied.
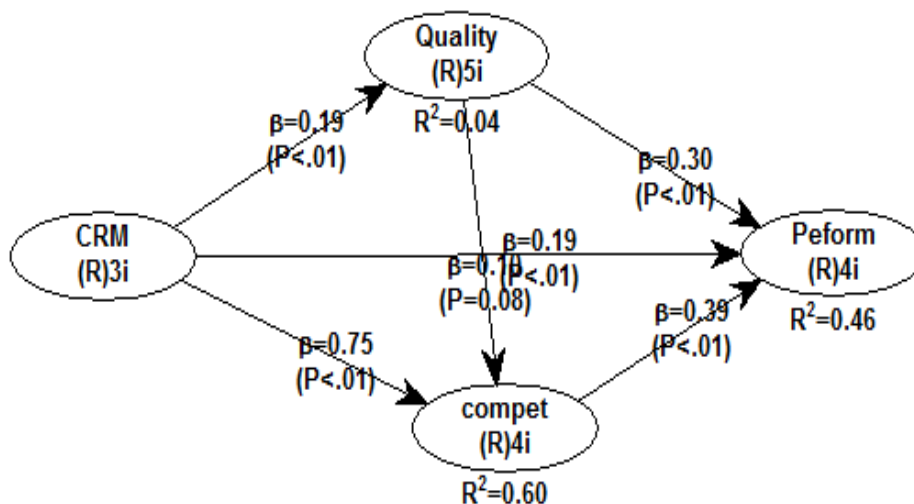
Figure 2: Coefficient of Research Model Path

4.3.5   Hypothesis testing

Hypothesis testing is based on the estimated significance value of the research model parameters shown in Table 6.

Table 6: Hypothesis Testing

H	Relationship	Standardized Coefficient	SE	P	Decision
H1	CRM → Inova	0,188	0.061	0.003	accepted
H2	CRM → Compet	0,751	0.068	0,000	accepted
H3	CRM → Peform	0,192	0, 061	0,003	accepted
H4	Quality → Compet	0.099	0, 069	0,078	reject
H5	Quality → Peform	0.299	0, 067	0,000	accepted
H6	Compet → Peform	0.385	0, 066	0,000	accepted

CRM: Customer relationship management; Quality: product quality;Compet: competitive advantage; Peform: marketing peformance

There is the influence of CRM on product quality of 0.188, with a P value of 0.003. This shows that H1 is accepted. CRM against competitive advantage is 0.751, with a value of P = 0,000. This shows that H2 is accepted. CRM on marketing performance is 0.192, with a P value of 0.003. This shows that H3 is accepted. There is the effect of product quality on competitive advantage of 0.099, with a value of P = 0.078. This indicates that H4 is rejected. Product quality on marketing performance is 0.299, with a value of P = 0,000. This shows that H5 is accepted. Competitive advantage towards marketing performance is 0.385, with a value of P = 0,000. This indicates that H6 is accepted.

4.4   Discussion

The results of this study can be an alternative model of customer relationship management, product quality, competitive advantage in marketing performance in the snack industry in East Java. To get a more comprehensive discussion, the results of this study are explained as follows:

Effect of CRM on Quality Products

The acceptance of hypothesis 1 indicates a significant influence of the CRM variable on the product quality of the small-scale food industry in East Java. This result explains that CRM contributes to the increase in product quality of the small food industry in East Java by 18.8%. From the factor analysis, it is known that the dominant factor that forms the CRM of the small food industry is sustainable marketing, meaning that respondents prioritize marketing which is carried out continuously by offering membership cards that are expected to attract customers; provide attractive discounts for each customer so that they are expected to remain loyal customers; and provide vouchers for each customer that are expected to attract customers. The dominance of this continuous marketing indicator for forming CRM variables, informs that, the small food industry, deserves more attention to this sustainable marketing indicator, because by doing sustainable and good marketing continuously, it will be able to push up the implementation of CRM, which ultimately traders will try to increase product quality small food industry. This can be done by continually providing and offering discounts and also offering membership cards that can attract consumers to come and buy back the products offered. And also maintaining the quality of the products offered will be even better if the quality of the product is increased at any time. Not many researchers have connected CRM with product quality, so this has become a new and important finding in this research.

Effect of CRM on Competitive Advantage

The acceptance of hypothesis 2 explains that CRM contributes to the increase in the small-scale industry's competitive advantage by 19.2%. Customer relationship management is the process of building and maintaining relationships with profitable consumers by providing products that are very valuable to consumers and making consumers satisfied. CRM is also a way for companies to build relationships with customers with the aim of maintaining customer loyalty and commitment to keep using the company's products. Thus, it is clear that if CRM is done well and continuously, it will become a big advantage for the company, because the CRM strategy is very appropriate to increase the competitive advantage for the small food industry, especially for small-scale industrial entrepreneurs in East Java. Many studies have also proven the existence of a positive relationship between CRM and competitive advantages such as Chadhiq (2013); Alipour and Mohammadi (2011).

Effect of CRM on Marketing Performance

The acceptance of hypothesis 3 explains that CRM contributes to the increase of the small food industry's competitive advantage by 19.2%. In order for a CRM program to be successful, it is important to note that CRM, not just processing data, is a part of technology (Schiffman and Kanuk, 2013). The effectiveness of a CRM program starts from the database. A good database will benefit the company. Customer data is very important, because by analyzing the data will know the specific needs of each customer, to facilitate the company to provide services and meet their needs and desires. Automation will also make it easier for companies to get customer sympathy, responses and positive responses, which ultimately increases their buying interest. Sheth et al. (2002) states that customer relationship management is a very comprehensive strategy, in the process of getting customers, maintaining, and dealing with customers in creating superior value for companies and customers. Many studies have also proven the existence of a positive relationship between CRM and competitive advantages such as by Djunaedi et al. (2017); Panjaitan & Panjaitan (2012); Fozia et al. (2014).

Effect of Quality Products on Competitive Advantage

The failure to accept hypothesis 4 shows that product quality does not contribute to the performance improvement of the marketing of the small food industry. From the factor analysis, it is known that the dominant factors that make up the product quality variable are easy to use customers. This means that respondents agree that small food products produced and sold are easy to consume. On the results of this study indicate that snacks sold today are still not easy to use or have not been easy to enjoy, this can occur because there are wrappings that are not good, even packaging that is not yet hygienic, this was responded negatively by the respondents. Therefore, small food products should have been made in such a way that they are easy to consume, also kept to be hygienic so that consumers are happy to consume them. With the insignificance of the influence of product quality on competitive advantage, it is appropriate for small food industry entrepreneurs consider increasing the quality of their products. This can be done with various product innovations, with good packaging, and also hygienic products. In contrast to the results of this study, many studies have proven that there is a positive relationship between product quality and marketing performance including Lakhal (2009); Prajogo (2007)

The Effect of Product Quality on Marketing Performance

The acceptance of hypothesis 5 informs that the effect of the product quality variable on the marketing performance of the small food industry is significant. Product quality contributes to improving marketing performance by 29.9%. To achieve the desired product quality, a quality standardization is needed. This method is intended to keep the products produced meet the established standards so that consumers will not lose trust in the product concerned. This should also be done by the small food industry in East Java. Marketers who do not pay attention to the quality of the products offered will bear consumer disloyalty so that the sale of their products will tend to decline. If marketers pay attention to quality, even reinforced by advertising and reasonable prices, consumers will not think long to make purchases of products (Kotler and Armstrong, 2015). Many studies have also proven the existence of a positive relationship between product quality and marketing performance including Suchánek et al. (2014); Dunk (2007).

Effects of Competitive Advantage on Marketing Performance

The acceptance of hypothesis 6 indicates a significant influence of competitive advantage on the marketing performance of the snack industry in East Java. This result explains that competitive advantage contributes to the improvement of the marketing performance of the small food industry in East Java by 38.5%.From the factor analysis, it is known that the dominant factor that forms the small food industry competitive advantage is competitive prices, meaning that respondents prioritize the existence of products at affordable prices and even prices that do not make the burden for consumers, with appropriate and affordable prices. Satisfaction and thus consumers will also buy with a large quantity. This will certainly make a good income for small food entrepreneurs. This of course can be done by increasing the quality of the product and providing a reasonable price for the product. Many studies have also proven that there is a positive relationship between product quality and marketing performance, including by Nuryakin (2018); Soegoto (2009); Zhou et al. (2009); Mozaheb et al. (2015).

V. CONCLUSIONS AND RECOMMENDATIONS

From the results of testing of the model in this study, it was able to explain the role of CRM on the relationship between product quality, competitive advantage and marketing performance of the small food industry in East Java. The results of this study are meaningful contributions, especially in the management of marketing strategies, which are associated with the CRM of the small food industry in East Java.

The conclusions of the study are: CRM has an effect on product quality, competitive advantage and marketing performance, this proves that by using customer relationship management strategies it will be able to improve product quality, competitive advantage and marketing performance. Product quality and competitive advantage affect marketing performance and this proves that by using product quality strategies and competitive advantages it will be able to improve marketing performance. Related to the quality of products that have not yet impacted on the competitive advantage of the small food industry, this is because in general small foods that are produced and produced by entrepreneurs still do not have special products, because each product has no special characteristics or taste, so consumers have not given the opportunity to be able to choose according to the characteristics and different tastes. Therefore, entrepreneurs in the small food industry should think about product quality according to market tastes.

It is recommended that the management of the small food industry in East Java should pay attention to and improve the quality of the products they produce, which until now has not had a maximum impact on the competitive advantage of their production. This can be done by adjusting its production to market tastes, also by making products that have a distinctive taste that makes consumers always remember the taste of the snacks they consume, thus the possibility of re-purchase will occur. For the next study it is recommended to re-examine the impact of product quality which in this study has not impacted competitive advantage.

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