

# The Role of Social Media Marketing and Strategy in Retail Companies.

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## ABSTRACT

This study examines the impact of marketing strategy, market orientation, customer orientation, innovation, and social media marketing on the marketing performance of retail companies, with customer relationship management (CRM) as a mediating variable. Using a descriptive quantitative approach, data were collected through questionnaires from 354 retail employees in Batam and analyzed using IBM SPSS Statistics 26 and Smart PLS 3. The findings show that customer orientation, innovation, market orientation, and social media marketing significantly impact CRM and marketing performance, highlighting the importance of these factors in enhancing customer relationships and marketing outcomes. However, marketing strategy did not significantly influence CRM or marketing performance, indicating that the effectiveness of these strategies depends on their relevance and implementation. Additionally, CRM mediates the effects of innovation and market orientation on marketing performance, emphasizing CRM's critical role in enhancing these factors' impact. Conversely, customer orientation, marketing strategy, and social media marketing did not significantly influence marketing performance when mediated by CRM. Overall, this study underscores the importance of CRM and suitable strategies in improving marketing performance and the need to adjust strategies to strengthen customer relationships and enhance outcomes. The study is limited to Batam City, so future research should include samples from multiple cities and additional variables for better generalizability and complexity.

**KEYWORDS** - Customer Relationship Management, Innovation, Marketing Performance, Marketing Strategy, Social Media Marketing.

## 1. INTRODUCTION

In an era of rapid technological advancement, the ease of marketing access through various media has increased the complexity of business competition. Therefore, a company's success in maintaining its position in the market requires the adoption of effective marketing strategies. Social media has become a powerful marketing tool in recent years, enabling businesses to engage with customers in new ways and reach a wider consumer base. Businesses can enhance their online marketing performance by utilizing social media. However, the use of social media in marketing must be done carefully and strategically as it can impact the brand image and company reputation. Therefore, companies must have the right marketing strategy to effectively leverage social media.

One aspect of organizational culture that has been proven effective and efficient is market orientation. This orientation plays a crucial role in shaping the behaviors necessary to create superior value for buyers and keep business performance optimal (Winarso et al., 2020). According to Kencana & Giantari (2021), Market orientation is the strategic planning of business units to respond to market needs by considering all company functions capable of gathering information about issues affecting important acquisitions, as well as decision-making strategies between marketing activities and departments.

In the context of increasingly intense business competition, particularly with the growth of retail businesses, entrepreneurs and business practitioners need to compete with products of superior value. Business adaptability to market changes and the ability to identify and capitalize on opportunities are key to maintaining competitiveness. Identifying their strengths and leveraging them as competitive advantages can provide the necessary edge for survival and success in the market (F. Afifah et al., 2022).

Customer Relationship Management aims to enhance customer loyalty and build long-term relationships with customers. Developed by integrating business processes, human resources, and market orientation, Customer Relationship Management enables companies to access, store, and leverage customer data. The implementation of CRM systems is crucial for integrating a company's sales and marketing efforts. A well-implemented CRM system will assist the company in building sustainable relationships with customers and informing customers about products that meet their needs (Mulyana & Azka, 2022).

This study also presents several research obstacles that require further exploration. First, there is a lack of understanding regarding the integration of social media marketing strategies and Customer Relationship Management practices and their impacts, particularly on the marketing performance of retail companies. Previous studies tend to view these elements separately, without investigating the potential synergies that may arise from their combination (Prabowo et al., 2023). Second, this research could provide a deeper contribution to the understanding of market orientation dimensions in the retail context, including customer orientation, competitor orientation, and cross-functional coordination (Utami et al., 2022). Third, further exploration is still needed on how the dynamic nature of social media platforms influences retail marketing strategies (Anggraeni & Sanaji, 2021). Fourth, the mediating role of CRM needs to be understood in more detail, including the specific mechanisms involved in linking marketing strategies with performance (Darwis & Utama, 2020). Fifth, this study could delve into understanding contextual factors such as culture, economic conditions, and competition that affect retail marketing performance (Achmad Harianto et al., 2020). Sixth, research is still needed to explore the long-term impacts of integrated marketing strategies on customer loyalty and retention in the retail context (Putri, 2021). By addressing these gaps, future research can provide a more comprehensive insight to support the strategic planning of retail companies.

The objective of this study is to investigate how marketing strategies, market orientation, customer orientation, innovation, and social media marketing influence the marketing performance of retail companies, utilizing CRM as a mediator.

## 2. HIPOTESIS DEVELOPMENT

This study will examine the influence of Market Orientation, Marketing Strategy, Customer Orientation, Innovation, and Social Media Marketing on Marketing Performance with Customer Relationship Management (CRM) as a mediating variable. The hypotheses that can be developed from the discussed theory are:

The development of customer relationship management as a key concept in marketing emphasizes the importance of understanding customer expectations and needs and having a strong orientation towards them. Customer orientation is not just about organizational behavior but also reflects a culture in which organizations strive to satisfy and understand the customers' need to build long-term relationships. As an independent concept from competition, customer orientation emphasizes prioritizing customer interests above others such as employees or managers. In the study, the positive impact of Customer Orientation on CRM is revealed, indicating that a strong focus on customer needs enables better responses to customer feedback, which is essential in forming solid relationships with them (Soltani et al., 2018).

### H1: Customer Orientation has positive effects on Customer Relationship Management

Customer orientation is a crucial marketing strategy, focusing on understanding and fulfilling the needs and desires of customers. The emphasis on customers not only benefits marketing performance but also directly impacts customer relationship management, influencing competitive advantage. A study concludes that market orientation has a positive and significant impact on marketing performance. By prioritizing a deep understanding of customer needs and desires and implementing strategies to enhance customer satisfaction and loyalty, companies can experience significant improvements in marketing performance. According to Fitri et al., (2022), a strong customer orientation contributes significantly to a company's marketing performance. This is evidenced by increased market understanding, customer satisfaction, loyalty, and brand image, as well as by driving innovation, operational efficiency, and business growth. Therefore, strengthening customer orientation is key to achieving optimal marketing performance (Nurfarida et al., 2021; Yulianthini et al., 2021).

### H2: Customer Orientation has positive effects on Marketing Performance

CRM is a strategic process for selecting customers who can provide the greatest benefits to the company and shaping interactions between the company and its customers. Previous research has proven that CRM has a positive impact on marketing performance. Yusuf et al., (2022) concluded that customer relationship management influences marketing performance, with a positive relationship between the two. Additionally, CRM can enhance marketing performance through effective communication with customers. CRM focuses on key customers, organizational efficiency, and understanding of customer needs, with the goal of improving decision-making effectiveness related to customers, which contributes to enhanced marketing performance. Marketing performance can improve if companies can attractively identify customers, build dialogue, focus on long-term customer needs, maintain loyalty, and continuously improve relationship quality. Therefore, implementing effective CRM facilitates managing customer relationships, builds long-term marketing relationships, and has the potential to enhance marketing performance (Ginting et al., 2020; Mulyana & Azka, 2022).

### **H3: Customer Relationship Management has positive effects on Marketing Performance**

Innovation can be defined as a series of ideas, practices, or objects considered as breakthroughs by individuals or groups. Improvement in Customer Relationship Management (CRM) in retail businesses can be achieved through innovation. This research shows that many studies have examined the relationship between innovation and CRM. One study concluded that implementing CRM with innovation can provide a competitive advantage for retail businesses. Furthermore, another study found that customer relationship management can enhance marketing performance through market orientation and innovation. The ability to continually innovate plays a crucial role in strengthening customer relationships. These findings support the strategy of development in customer relationship management, highlighting the importance of the innovation aspect in improving and strengthening customer relationships (Gil-Gomez et al., 2020; Guerola-Navarro et al., 2021).

### **H4: Innovation has positive effects on Customer Relationship Management**

Innovation has a positive and significant effect on marketing performance, emphasizing the importance of a creative and progressive approach. By adopting innovation in products, processes, and marketing strategies, companies can create added value for customers, improve the efficiency of marketing campaigns, and achieve sustainable competitive advantage (Muis et al., 2022). However, the success of innovation depends not only on the innovative ideas themselves but also on effective implementation and a deep understanding of the market and customers. Research by Tirtayasa (2022) reveals that product innovation positively impacts marketing performance, indicating that increased product innovation can enhance overall marketing performance. Afriyie et al., (2019) supports these findings, stating that innovation has a positive and significant impact on marketing performance. Therefore, companies need to adopt more innovative marketing activities by implementing appropriate strategies to achieve optimal results.

### **H5: Innovation has positive effects on Marketing Performance**

Market orientation and CRM are crucial keys for businesses to build and maintain long-term relationships with customers and achieve superior performance. CRM aims to optimize connections with customers, attract new customers, and nurture relationships through various channels. Business strategies focused on market needs involve three key elements: customer orientation, competitor awareness, and inter-functional coordination. Market orientation not only pursues short-term profits but also long-term profitability. CRM, which encompasses sales, service, and marketing, focuses on building profitable relationships by delivering value and satisfaction to customers. Studies show a positive correlation between market orientation and CRM, where a strong market orientation supports effective CRM implementation, strengthens customer connections, enhances their satisfaction, and provides deeper insights into customer behavior (Hamedani et al., 2023; Rithmaya et al., 2023; Wahyuni & Astawa, 2020).

### **H6: Market orientation has positive effects on Customer Relationship Management**

With increasing competition and changing customer needs, market orientation becomes crucial as customers are assets that enhance a company's performance. Market orientation involves creating and fulfilling customer needs, focusing on customer orientation, competitor orientation, and inter-functional coordination. Research shows that market orientation significantly impacts marketing performance, making it an indicator of a company's strategic success. This success depends on the effective implementation of market orientation. Through innovation in

products, processes, and marketing strategies, companies can add value to customers, improve campaign efficiency, and achieve sustainable competitive advantages. However, the success of innovation not only relies on the idea itself but also on effective implementation and a deep understanding of the market and customers (F. Afifah et al., 2022; Harini et al., 2022; Puspaningrum, 2020; Rithmaya et al., 2023).

#### **H7: Market Orientation has positive effects on Marketing Performance**

Marketing strategy and Customer Relationship Management are two key elements that support each other in the business world. Marketing strategy involves steps to promote and sell products or services, while CRM focuses on retaining and attracting profitable customers. Although research shows that there is significant positive relationship between CRM and marketing strategy, the influence of marketing strategy on CRM remains crucial in forming positive relationships between companies and customers. Strategic CRM aims to optimize customer value, increase satisfaction, and loyalty. Therefore, marketing strategy and CRM together play a role in building long-term relationships with customers, increasing loyalty, and reducing customer turnover (Jariyachamsit, 2022; Mulyana & Azka, 2022; Yusuf et al., 2022).

#### **H8: Marketing Strategy has positive effects on Customer Relationship Management**

Marketing strategy is the way companies convey messages or market products to the public to achieve their goals. The use of appropriate marketing strategies can achieve optimal marketing performance, demonstrating the significant and positive impact of these strategies on increasing sales and revenue. Studies show that marketing strategies are significant to marketing performance, and that effective marketing strategies can attract customer attention, meet their needs and desires, and strengthen customer relationships. By implementing relevant and well-designed strategies, companies can not only boost their market presence but also gain a competitive edge over their rivals. This, in turn, leads to higher customer satisfaction and loyalty, further driving sales and long-term growth. Additionally, a well-executed marketing strategy helps in building a strong brand image and reputation, making it easier for companies to introduce new products and expand into new markets (M. N. Afifah et al., 2022; Suhandi, 2020).

#### **H9: Marketing Strategy has positive effects on Marketing Performance**

The impact of social media marketing on customer relationship management is very positive. Social media is an effective tool for managing customer relationships, helping companies maintain and enhance their competitiveness in the market. Through social media, companies can stay close to their customers, making them the center of all organizational activities (Dogan-Sudas et al., 2022). Additionally, social media allows companies to build knowledge and understanding of their customers, retain them, interact more effectively, attract new customers, and provide added value. According to research by Ding (2022), the influence of social media marketing on customer relationship management is a significant phenomenon in today's business world. Through social media platforms, companies can build closer and more personal relationships with customers, increase loyalty, and respond to customer needs more effectively.

#### **H10: Social Media Marketing has positive effects on Customer Relationship Management**

### **3. RESEARCH METHODS**

This research uses primary data from questionnaires distributed via Google Forms and filled by employees of a retail company. The method applied is quantitative, involving descriptive statistical analysis and hypothesis testing. The study follows a quantitative descriptive approach, measuring variables numerically and analyzing the data using IBM SPSS Statistics 26 and Smart PLS 3 software. The sample size was determined using the formula by Hair et al. (2021), where the number of samples is based on the number of indicators multiplied by a factor of 5 to 10, resulting in a minimum of 220 respondents from 22 indicators, although 354 respondents were used. The sampling technique in this research is Purposive Sampling, with specific criteria for employees of a retail company in Batam City. The research variables consist of the dependent variable (Marketing Performance), the mediating variable (Customer Relationship Management), and the independent variables (Market Orientation, Marketing Strategy, Customer Orientation, Innovation, and Social Media Marketing). Data was collected through a Literature Review and closed-ended questionnaires using a Likert scale. The Literature Review use relevant scientific journals, reference books, and other publications. The questionnaires were distributed via social media and completed by employees who met the criteria, aiming to measure perceptions of the variables studied.

#### 4. RESULTS AND DISCUSSION

The respondents in this study are employees of retail companies located in Batam City. A total of 354 employees were successfully sampled through a questionnaire distributed via Google Forms. The study surveyed 354 employees from retail companies in Batam City, revealing diverse demographics and employment characteristics. The gender distribution showed a significant majority of male respondents (69.5%) compared to females (30.5%). The sample included employees from 15 different retail companies, with the highest representation from PT. International Hardware Indo, PT. Utama Indah Mitrasetia, PT. Long Time, and PT. Witory Hardware Sejahtera, each contributing 7.9% to the total sample. The predominant age groups were 20-30 years (45.2%) and 31-40 years (47.5%), with very few respondents under 20 years (3.0%) or between 41-50 years (7.1%). Job positions varied, with the highest percentage in 'Other' positions (24.3%), followed by Salesmen (20.3%), and Customer Service and Purchasing each at 13.8%, while managerial roles were less common (4.5%). In terms of income, most respondents earned between Rp. 4,000,000 and Rp. 6,000,000 (52.3%) or Rp. 6,000,001 and Rp. 10,000,000 (38.7%), with only a small fraction earning more than Rp. 10,000,000. This demographic overview provides a comprehensive understanding of the employees in Batam City's retail sector, highlighting key areas such as gender, company affiliation, age, position, and income levels.

To determine the validity and reliability of research questionnaire questions, certain criteria must be met. Firstly, for a question to be considered valid, its data should exhibit an outer loading value exceeding 0.6. Similarly, the AVE value needs to surpass 0.5. Reliability, on the other hand, is assessed through Cronbach's alpha and composite reliability, both ranging from 0 to 1. For reliability, values greater than 0.6 and 0.7 respectively are required. The results presented in Table 2 confirm that the variables meet these criteria, with outer loading values and AVE surpassing the thresholds, and Cronbach's alpha and composite reliability values exceeding the required. Therefore, it can be concluded that the variables are both valid and reliable, and all indicators can be used in data processing.

In this study, the hypotheses outlined will be analyzed to determine the significance of each designated variable. The concept under examination this time is direct and indirect effect, referring to the computation of path coefficients from the independent variable to the mediating variable, as well as from the mediating variable to the dependent variable. As seen in Table 4, there are eleven significant hypotheses, namely H<sub>1</sub>, H<sub>2</sub>, H<sub>3</sub>, H<sub>4</sub>, H<sub>5</sub>, H<sub>6</sub>, H<sub>7</sub>, H<sub>10</sub>, the established standard is a significance value below 0.05 and a T-Statistics value above 1.96, while these five hypotheses have significance values exceeding 0.05, therefore the hypotheses cannot be accepted.

**Table 1. Direct Effect on Inner Model Test**

Hypothesis	Sample Mean	T Statistics	P-values	Results
H <sub>1</sub> . Customer Orientation → Customer Relationship Management	0.137	2.339	0.020	Significant
H <sub>2</sub> . Customer Orientation → Marketing Performance	0.175	3.257	0.001	Significant
H <sub>3</sub> . Customer Relationship Management → Marketing Performance	0.184	3.177	0.002	Significant
H <sub>4</sub> . Innovation → Customer Relationship Management	0.219	3.445	0.001	Significant
H <sub>5</sub> . Innovation → Marketing Performance	0.157	2.615	0.009	Significant
H <sub>6</sub> . Market Orientation → Customer Relationship Management	0.194	2.797	0.005	Significant
H <sub>7</sub> . Market Orientation → Marketing Performance	0.127	2.148	0.032	Significant
H <sub>8</sub> . Marketing Strategy → Customer Relationship Management	0.132	1.955	0.051	Insignificant
H <sub>9</sub> . Marketing Strategy → Marketing Performance	0.084	1.518	0.130	Insignificant
H <sub>10</sub> . Social Media Marketing → Customer Relationship Management	0.160	2.510	0.012	Significant

Source: Data Processed (2024)



This study explores various hypotheses analyzing the factors influencing Customer Relationship Management (CRM) and marketing performance. The hypothesis tests reveal several significant findings. Firstly, Customer Orientation significantly affects CRM (H<sub>1</sub>) and Marketing Performance (H<sub>2</sub>), emphasizing the importance of focusing on customer needs to strengthen relationships and enhance marketing performance. Additionally, Customer Relationship Management significantly impacts Marketing Performance (H<sub>3</sub>), indicating that effective relationship management can improve marketing outcomes. Innovation (H<sub>4</sub> and H<sub>5</sub>) and Market Orientation (H<sub>6</sub> and H<sub>7</sub>) also significantly influence CRM and marketing performance, highlighting the importance of innovative strategies and market orientation in strengthening customer relationships and improving marketing performance. However, findings are not always consistent. Marketing Strategy (H<sub>8</sub> and H<sub>9</sub>) does not significantly influence CRM or marketing performance, suggesting that the relevance and implementation of marketing strategies can affect their effectiveness in enhancing customer relationships and marketing performance. Meanwhile, Social Media Marketing (H<sub>10</sub>) significantly impacts CRM and marketing performance, emphasizing the crucial role of social media in building customer relationships and increasing brand awareness and consumer engagement.

## 5. CONCLUSION

This study demonstrates that Customer Orientation, Innovation, Market Orientation, and Social Media Marketing significantly impact Customer Relationship Management (CRM) and marketing performance, emphasizing the importance of focusing on customers, innovative strategies, market orientation, and social media use in enhancing relationships and marketing performance. However, Marketing Strategy did not show a significant influence on CRM or marketing performance, indicating that the relevance and implementation of these strategies affect their effectiveness. Additionally, CRM mediates the impact of Innovation and Market Orientation on marketing performance, highlighting the crucial role of CRM in amplifying these factors' effects. Conversely, Customer Orientation, Marketing Strategy, and Social Media Marketing did not significantly influence marketing performance when mediated by CRM. Overall, this study underscores the importance of CRM and appropriate strategies in improving marketing performance, as well as the need to adjust marketing strategies to be more effective in strengthening customer relationships and enhancing marketing outcomes. The study is limited by its sample collection being restricted to Batam City, thus not representing retail companies across Indonesia. Future research is recommended to gather samples from multiple cities and include additional variables to enhance the generalizability and complexity of future findings.

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