

THESIS

**THE INFLUENCE OF IMPLEMENTATION EFFECTIVENESS OF CRM ON
CUSTOMER RETENTION AND COMPETITIVE ADVANTAGE
IN A COMPANY IN THE HEAVY EQUIPMENT SECTOR**

By

**Efrem Togu Adhi Suryo
22253016**



**SWISS GERMAN UNIVERSITY
The Prominence Tower
Jalan Jalur Sutera Barat No. 15, Alam Sutera
Tangerang, Banten 15143 - Indonesia**

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STATEMENT BY THE AUTHOR

I hereby declare that this submission is my work and to the best of my knowledge, it contains no material previously published or written by another person, nor material which to a substantial extent has been accepted for the award of any other degree or diploma at any educational institution, except where due to acknowledgment in the thesis



Efrem Togu Adhi Suryo

Student

Date: 2025

Approved by:

Dr. Fiter Abadi, MBA.
Thesis Advisor

Date: 2025

Dr. Ir. Yosman Bustaman, M. Buss
Thesis Co-Advisor

Date; 2025

Dr. Nila Krisnawati Hidayat, SE., MM.

Dean Of Faculty of Business and Communication

Date; 2025

ABSTRACT

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By :

Efrem Togu Adhi Suryo (Student)

Dr. Fiter Abadi, MBA. (Advisor)

Dr. Ir. Yosman Bustaman, M. Buss (Co Advisor)

SWISS GERMAN UNIVERSITY

This study investigates the effect of Customer Relationship Management (CRM) implementation on customer retention and competitive advantage in the heavy equipment industry, with a focus on PT United Tractors. A quantitative approach using Structural Equation Modeling (SEM) was applied to data collected from 145 customers. The results indicate that CRM implementation has a significant positive impact on customer retention and a moderate effect on competitive advantage. However, customer retention alone was found to have a negative effect on competitive advantage, suggesting that retaining customers without effective CRM and high-quality service may not sustain a competitive edge. Service quality emerged as a stronger driver of competitive advantage than CRM alone. The study confirms the mediating role of customer retention and the moderating role of service quality. These findings contribute to CRM research and offer practical recommendations for enhancing CRM strategies, improving service responsiveness, and building competitive capabilities in the heavy equipment sector.

Keywords: CRM implementation, customer retention, service quality, competitive advantage, heavy equipment industry.

ABSTRAK

PENGARUH EFEKTIVITAS IMPLEMENTASI CRM TERHADAP RETENSI PELANGGAN DAN KEUNGGULAN BERSAING PADA PERUSAHAAN SEKTOR ALAT BERAT

Oleh :

Efrem Togu Adhi Suryo (Student)

Dr. Fiter Abadi, MBA. (Advisor)

Dr. Ir. Yosman Bustaman, M. Buss (Co Advisor)

SWISS GERMAN UNIVERSITY

Studi ini menyelidiki pengaruh implementasi Manajemen Hubungan Pelanggan (CRM) terhadap retensi pelanggan dan keunggulan kompetitif di industri alat berat, dengan fokus pada PT United Tractors. Pendekatan kuantitatif menggunakan Pemodelan Persamaan Struktural (SEM) diterapkan pada data yang dikumpulkan dari 145 pelanggan. Hasilnya menunjukkan bahwa implementasi CRM memiliki dampak positif yang signifikan terhadap retensi pelanggan dan pengaruh moderat terhadap keunggulan kompetitif. Namun, retensi pelanggan saja ditemukan memiliki dampak negatif terhadap keunggulan kompetitif, yang menunjukkan bahwa mempertahankan pelanggan tanpa CRM yang efektif dan layanan berkualitas tinggi mungkin tidak mempertahankan keunggulan kompetitif. Kualitas layanan muncul sebagai pendorong keunggulan kompetitif yang lebih kuat daripada CRM saja. Studi ini menegaskan peran mediasi retensi pelanggan dan peran moderasi kualitas layanan. Temuan ini berkontribusi pada penelitian CRM dan menawarkan rekomendasi praktis untuk meningkatkan strategi CRM, meningkatkan responsivitas layanan, dan membangun kapabilitas kompetitif di sektor alat berat.

Kata kunci: CRM, retensi pelanggan, kualitas layanan, keunggulan kompetitif, alat berat.

KATA PENGANTAR

Puji syukur kehadiran Tuhan YME atas segala rahmat dan karunia-Nya, sehingga tesis yang berjudul " *THE INFLUENCE OF IMPLEMENTATION EFFECTIVENESS OF CRM ON CUSTOMER RETENTION AND COMPETITIVE ADVANTAGE IN A COMPANY IN THE HEAVY EQUIPMENT SECTOR*" ini dapat diselesaikan. Tesis ini disusun sebagai salah satu syarat untuk memperoleh gelar *MASTER OF BUSSINESS ADMINISTRATION* di Swiss German Univesity.

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22253016

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