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The Interrelation of Corporate Branding toward Competitiveness and Moderating of Customer relationship Management

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Abstract: Research of The Interrelation of Corporate Branding toward Competitiveness and Moderating of Customer Relationship Management is intended to analyze the influence of corporate branding on competitiveness, analyze the influence of customer relationship management on competitiveness and analyze the moderating function of Customer Relationship Management on the relationship between corporate branding and competitiveness. The population of this study are medium and large industries in East Java, Indonesia with locations in industrial centers in the Gerbang Kertausila area (Gresik, Bangkalan, Mojokerto, Surabaya, Sidoarjo and Lamongan). The sampling technique used a proportional random sampling. While the research instrument used a questionnaire that had previously been tested for validity and reliability. The questionnaire was then broadcast to the management as a respondent. The data analysis technique uses Smart PLS. Based on the results of primary data analysis, it was revealed that corporate branding effect significantly on competitiveness, customer relationship management effect also significantly on competitiveness, however, customer relationship management does not moderate the effect of corporate branding toward competitiveness.

Keywords: Corporate Branding, Customer Relationship Management, Competitiveness

INTRODUCTION

Corporate branding is defined as a brand/symbol that represents a company where corporate values are extended to various product/service categories. Corporate branding also concerns the alignment between the core values of the company's brand, added value and organizational values. It even includes intangible elements that are not directly related to the product, such as social responsibility, employee relations and company trust. Sallam (2016) states that corporate branding has an impact on consumer decisions in choosing products. The results of the research were then strengthened by Farid & Faridha (2017) and also Ashraf & Naeem (2017) and Andriyanto (2018) in their research results revealing that corporate branding affects purchasing decisions. It is even reinforced by the results of the latest research by Changchenkit (2019) that corporate branding affects competitiveness as well as purchasing decisions.

Several studies have been carried out related to corporate branding innovation with competitiveness including, Pulungan, Fauzi & Rini (2018) that these innovations affect competitiveness. A recent study conducted by Setijani, Sumartono and Sugito (2019) also found that innovation affects the product life cycle, which reinforces that innovation contributes to competitiveness and business continuity.

Unfortunately, research on corporate branding has not been done much, and there are even inconsistencies in findings. Likewise, research that includes customer relationship management and supplier relationship management variables has not been studied empirically. Especially if it is associated with corporate branding with business competitiveness. Whereas customer relationship management plays an important role in competitiveness. It was revealed in the results of research by Bashir (2017), Sugito & Kamaluddin (2014) and also Pohludka & Stverkova (2019) that customer management has a significant influence on the formation of competitiveness. Even supplier relationship management contributes greatly to competitive advantage. This opinion was revealed in the research articles of Al Abdallah et (2018) & Nyarku & Oduro (2019) that supplier relationship management mediates corporate social responsibility in terms of marketing management performance. This means, collaborating with suppliers provides many benefits in increasing competitiveness. Therefore, the urgency of this research is to obtain new findings that contribute to the enrichment of management science. Based on these findings, the research objectives are (a) to analyze the effect of corporate branding on competitiveness, (b) to analyze the influence of customer relationship management on competitiveness and (c) to analyze the effect of corporate branding on competitiveness through moderating variabel of customer relationship management.

Corporate branding as one of the many aspects that are extremely necessary in the company's overall marketing strategy. Due to this important role, it is merely natural that companies should set up a number of branding actions, strategies and guidelines that serve as a unique identity for brands and products. Corporate branding is also interpreted as an activity in which marketers use the company's brand name as an advertiser's effort for business identity on all communication channels as a whole. The attitude and spirit that is well manifested behind the company's products and services are able to give an impression that is able to differentiate the company's identity in the market and in the minds of consumers as well.

Although corporate branding is still within the scope of the marketing team's work, this strategy actually has a much broader concept and purpose than just promoting the

company's products and services. If it can be formed properly, then this strategy is able to provide a competitive advantage for the company. In addition, sales of products and services in the market can increase drastically, because consumers are aware of the company through a strong identity and brand name. In addition, a good branding strategy will also form a separate emotional feeling from consumers. If this good relationship has been formed, then the potential loss of consumers can be minimized because a sense of brand loyalty has arisen in each of their minds.

Marketing and branding experts often formulate an explanation of corporate branding based on the goals of their respective companies. But apart from this, the real purpose of corporate branding is differentiation. That means, corporate branding that is focused on corporate is expected to be able to differentiate the company or product from its competitors in the market.

The first work process of corporate branding is doing brand audit work. Based on the search engine journal page, the company's management and marketing team must analyze the advantages and disadvantages of each persona that has been created on all communication channels. In fact, you have to check the brand message, company website, visual identity, print collateral, and others. After that, the new marketing team can determine which personas must be addressed and maintained. Of course, this must be done with the approval of every stakeholder in the company.

The next work process is to determine the company's vision and mission. The marketing team must have a discussion and discuss all the values and also the mission of the brand. In determining this vision and mission, the important role of the leader of the discussion will be very necessary. This person can be from the founding team of the company or professional outsourcing workers who are experts in the field of branding. Later, this person will help advise on all the opinions that are channeled into the company's main brand message.

As previously explained, the corporate branding strategy is more than just a tagline that is able to attract new customers. The main goal is of course to give identity to the product and also the company. For this reason, after successfully establishing corporate branding, every employee must respect and also follow the principles of the company. why? Because so that the identity of a company is not underestimated by competitors and the public. In fact, generally the marketing team will create brand guidelines that other employees can follow later.

In fact, a corporate branding strategy that is carefully formulated and carried out will be able to help increase the company's brand equity by forming a positive perception in the minds of customers. In addition, there are several other factors that make corporate branding very important for companies. Reporting from the Chron page, there are several important factors including (a) corporate branding is able to provide very large profit margins, (b) able to increase the return on marketing investment, (c) increase the value of company shares, (d) help provide long-term plans and (e) facilitate marketing efforts. , some research stated that corporate branding implementation empirically improve competitiveness of products as well as services in the competitive market.

Meanwhile, ³ Customer Relationship Management (CRM) as a business strategy that combines processes, people and technology, helps attract sales prospects, convert them into customers, and retain existing, satisfied and loyal customers. The purpose of CRM is to find out as much as possible about customer needs and behavior, to further provide an optimal service and maintain existing relationships, because the key to the success of a business really depends on how far you know about customers and meet their needs. It is difficult for a company to achieve and maintain leadership and profitability without the ongoing focus that can be placed on CRM. CRM spans many areas within an organization, including sales, customer service and marketing.

Furthermore, in line with the rapid development of IT technology in Indonesia, which has universal synergy. Software As a Services (SaaS) based on the cloud has become an advancement and a necessity for business people. Where currently the use of the internet is a standard consumption among business people, a condition where you want something fast-paced, flexible, online, updated, anytime and anywhere.

There are four goals that need to be known, including (a) improving the relationship between the company and its customers so that revenue can shoot up, (b) there is consistency from both customers and companies in conveying information, (c) when getting customer information, can use it to find out what what customers need at that time and (e) complete information becomes the best means to increase sales, both from up selling and cross selling. Therefore, it is very important to implement customer relationship management in a business entity in the dynamics of changing customer lifestyles lately.

² Customer relationship management relates to the three phases or dimension of the customers. The three phases are (a) Acquire: Acquiring customers has always been the first important step in establishing business relationships. CRM software tools and databases help acquire new customers by doing a superior job of contract management, sales prospecting,

selling, direct marketing, and fulfillment. This knowledge allows for optimized targeting to avoid bottlenecks and to facilitate relationship-building activities, (b) Enhance: CRM helps keep a customer happy by supporting superior services from a responsive network team of sales and service specialists and business partners. A simple perspective is that satisfying a customer during one buying experience increases the likelihood of a follow-up visit and (c) Retained: CRM analytical software and databases help a company to retain and expand their business via targeted marketing and relationship marketing programs. Effective data analysis, regular and systematic follow-up communication with contacts, and well-served accounts help you reduce your company's churn rate.

In addition, CRM has become an essential part of business, especially large enterprises, and it is gaining increasing interest from smaller and mid-sized businesses (Buttle & Maklan, 2019). CRM concentrated on relationship management, lifetime marketing esteem, "marketing loyalty, and one-to-one marketing (Baran & Galka, 2016). Having seen at the three words: Customer, Relationships, and Management that made the acronym CRM, what then is CRM? CRM is new diffusion in marketing, contended to have supplanted the database marketing of the 80 percent. It is a business strategy that expects to comprehend, anticipate and manage the requirements of company's present and potential customers (Ogbadu & Usman, 2012). According to Schierholz, Sinisalo, Salo, Karjaluoto, and Leppaniemi, (2007) describe that CRM as an ongoing process, which provides seamless integration of every area of business that touches the customer, for the purpose of building and maintaining a profit-maximizing portfolio of customer relationships. Also, CRM an interactive approach that achieves an optimum balance between corporate investments and the satisfaction of customer needs in order to generate maximum profits (Geib, Reichold, Kolbe, & Brenner, 2005).

According to Wang and Feng (2012), extant research of customer relationship management has shown that many organizations do not succeed to effectively deploy and manage their customer relationship management programs. For example, organizations the world over are burning lost billions of dollars on CRM, but about 70 percent of CRM projects did not success to accomplish expected primary concern change in business performance (Reinartz, Krafft, & Hoyer, 2004).

Furthermore, CRM is built on the foundation of incorporating people, processes, and technology in various organizational levels so as to have a better comprehending of delivering on the needs of customers with value as the main concern. Consequently, the focus of CRM is to optimize customer satisfaction and retention so as to build lasting relations (Raina, 2017). In view

of the above, organizations should focus⁴ discovering who its best customers are and how to get new customers who will be similarly loyal and profitable (Alqershi et al., 2019).

Other insights CRM is mainly concerned with automating most of the enterprise. The further add that an effective CRM program makes it possible for customers to access needed information without hassle at any time (Almarshad, Al-Nawafah, & Tahrawi, 2020), also⁷ enables better business understanding and good knowledge of business market and its customers (Schierholz et al., 2007). Others in regard to the above positions are Buttle and Maklan (2019) who noted that CRM is made up of two necessary aspects of being a business strategy and a¹² combination of software applications, hardware tools and technologies. Also, Chou (2019) noted that the benefits of CRM adoption are to encourage the repurchase ratio, improve customer brand loyalty and collecting beneficial customer data.

Similar to of argument, Richey, Morgan, Lindsey, and Adams (2016) claimed that inaccurate and erroneous customer data/information is frequently cited as the argument behind failed CRM initiatives as it leads to poor data analysis and ultimately, poor decision-making. This is also supported by Mahanti (2019) who stated that shortage of sufficient and quality data prevents successful CRM initiatives. Zerbino et al. (2018) stated also that successful initiatives require a significant investment in improving the quality of data and the basic infrastructure of data aligned with the required CRM initiatives.

⁹ According to Weinstein (2018) customers who are committed are long term profits to a business entity. The⁹ commitment is formed when the hope of customer is satisfied and such customers recognize fair value from a relationship with the organization. Additionally,¹ Becker, Greve and Albers (2009) conducted a research to investigate the effect and the relationship of the CRM organization toward the customer relationship management success focusing in four different industries, namely, financial services, retail, information technology and utilities from ten European countries. Many scholars and managers highlighted the failure of the CRM implementation.¹ The result from the research demonstrated that the companies or organizations have significant relationship toward the CRM success. Therefore, it is suggested that the companies should identify their CRM objective first whether is to acquire new customers, maintaining or retaining the existing customers. However, regardless what objective is set by the company, of course still need the management support from the company. The management support consists of top management support and employees support.

Therefore, it is necessary enough for the top management to deliver the vision and CRM strategy to their employees. Further, the interaction between the top management and employees are also required in order to ensure the CRM process can be successful and meet the objectives

and improve organization performance. The success of CRM implementation can improve customer's satisfaction and retaining ratio, increase employee's satisfaction and subsequently improve company performance as well (AlQershi et al., 2019).

Several efforts to improve competitiveness are the main goals of every business entity. Even as a classical thinking strategy approach to achieving long term sustainability. For that management needs various efforts to make it happen. Kingsnorth (2019) states that several strategic approaches to realizing business continuity from a marketing perspective can be done through corporate branding. Babcanoa et al. (2015) in their research article stated that corporate branding has an effect on consumer behavior. This opinion is complemented by the results of Sallam's research (2016) that corporate branding influences consumer decisions in determining product/service choices. It is even in line with the research findings of Nufansa & Ali (2017 and also Mostofa & Elseidi (2018) which revealed that consumer perceptions affect consumer desires in determining product choices. Of course the findings of these research results have an indirect relationship with the continuity of business entities. This is because such consumer behavior will contribute to business performance as well as to its sustainability. Several indicators of business continuity can be measured using sales turnover, market share, profits, asset value, share value, tax amount, corporate social responsibility, management quality, number of employees, organizational structure, equity, investor confidence and foreign capital.

In other research results, corporate branding also has a direct effect on business continuity. Some of the research results that state that are revealed from the research findings of Emmanuel et al. (2015) that corporate branding contributes to increasing business competitiveness and business continuity. Brooman (2017) in his article with the title promoting business sustainability through corporate branding, also emphasized the importance of the role of corporate branding. Even corporate brands contribute to sustainable business performance. Grobur & Miloanov (2017) have almost the same research findings that corporate brand strategy has a major impact on business sustainability. Subsequent research also supports it, as revealed by the research article Batmanathan & Hironaka (2018) that green corporate brands have a positive impact on business continuity and is also supported by the results of recent research conducted by Na, Kang & Yeong (2019) that corporate branding contributes greatly to the existence of an entity of business.

Murray, Grice & Mulgan (2010) & Hit, Ireland & Hoskisson (2017) reveal that in order to continue to increase competitiveness, it is necessary to combine several other approaches, for example by innovating through corporate branding. The experience of Toyota

and Daihatsu Motor Industry is a new reference for increasing market competitiveness. Moreover, there is now a shift in strategy in fighting for market share from a partial competitive strategy to a collaborative competition. The studies that have uncovered this phenomenon are found in the research article Hanif et al (2018) in their article that collaborative innovation as an industrial strategy in China, Salisu & Bakar (2018) strengthens the results of this study which states the importance of implementing collaborative innovation management.

Buttle & Maklan (2015) state that what is no less important is the need to implement customer relationship management. Its functions are many and some of them can be a moderation in increasing business competitiveness. This was revealed in the research results of Bashir (2017) and Bojanoska (2017) in their research article, [Improving the competitiveness of enterprises through effective customer relationship management](#), expressing opinions that strengthen previous research that competitiveness can be increased through customer relationship management. Similarly, the results of previous research conducted by Sofi & Hakim (2018) in their article [Customer Relationship Management as a Tool to Enhance Competitive Effectiveness: Revisited Models](#) reveal that customer management is an important tool to build the effectiveness of business competitiveness.

Also, Ungerman et al (2018) revealed that customer relationship management is moderating on the influence of marketing innovation on market competitiveness. An empirical evidence that the role of customer management is very important especially in achieving long-term goals. This means that corporate brands will be more effective in realizing their goals when backed up with effective customer management. All of these previous studies were strengthened by the results of the latest research conducted by Pohludka & Stverkova (2019) that customer management has a significant influence on the formation of competitiveness.

Meanwhile, according to O'Brien (2018) suppliers who are corporate partners on the upstream side must also get a touch of supplier relationship management. A management approach aimed at building long-term collaborative partnerships with suppliers. This needs to be done because it empirically contributes greatly to competitive advantage. This opinion was revealed in a research article Toledo et al (2016) in their article [Reducing lead times in the supplier relationship management process: A process-centric approach](#), revealing that [supplier management](#) can actually reduce supply delivery waiting times, which will certainly increase efficiency and at the same time productivity as an important component in increasing competitiveness. Chary (2016) in his article [The significance of supplier](#)

relationship management in industry competitiveness reveals the significance of supplier management in increasing industrial competitiveness. Kosgey (2016) also revealed in his article "Effect of Supplier Relationship Management on Organizational Performance" that supplier relationship management has an effect on organizational performance. Subsequent researchers Centenaro & Laimer (2017) in their publication "Cooperative relationships and competitiveness in the supermarket sector" also revealed that cooperative cooperation with suppliers has contributed to the competitiveness of supermarkets.

Furthermore, the latest research conducted by Al Abdallah et (2018) & Nyarku & Oduro (2019) that supplier relationship management mediates corporate social responsibility in terms of marketing management performance. that collaborating with suppliers provides many benefits including increasing business competitiveness. Furthermore, the Garchia (2019) research article further emphasizes that relationship management with suppliers is very important in supporting the improvement of long-term industrial competitiveness. Therefore, based on several previous studies on the determinants of business competitiveness, the hypothetical formulations in this study are (a) corporate branding significantly effect on competitiveness, (b) customer relationship management significantly effect on competitiveness and (c) corporate branding significantly effect on competitiveness through moderating variabel of customer relationship management.

METHOD

This study uses a survey approach with an online questionnaire as a primary data collection tool. Before being broadcast, the research instrument is tested first, both for validity and reliability. While the operational definition of the research variables are (a) Corporate branding is defined as the process of maintaining, continuing and creating a positive corporate reputation and association by using the power of a brand, which in turn is a promise to stakeholders and consumers in particular, where the brand has formed a set of perceptions about a product, service or business (Kingsnorth, 2019), (b) Customer relationship management is an activity carried out to actively seek new information by using various media and making customers as analytical materials for decision making (Buttle & Maklan, 2015) and (c) Competitiveness is the company's ability to provide the same benefits as competitors but at a lower cost, or provide benefits that exceed the benefits of competing products (Hit, Ireland & Hoskisson, 2017).

Table 1. Indicators of Research Variables

Research Variables	Indicators	Notations
<i>Corporate Branding (CB)</i> (Kingsnorth, 2019)	Famous Logo	x1
	Popularity Slogan	x2
	Corporate Reputation	x3
	Product Image	x4
	Service Impression	x5
	Value-added	x6
<i>Customer Relationship (CRM) Management</i> (Buttle & Maklan, 2015)	<i>Customer Service</i>	x7
	<i>Response Time</i>	x8
	<i>Technological Support</i>	x9
	<i>One to One Marketing</i>	x10
Daya Saing (DS) (Hit, Ireland & Hoskisson, 2017)	Cost Advantage	x11
	Differentiation Advantage	x12
	Something new	x13
	Something Unique	x14

The population in this study were all medium & large business actors in region of Gerbang Kertausila, East Java. Based on the results of the initial surey, the industries in the Pintu Kertausila area were determined, East Java. Furthermore, based on the calculation of the Smart Partial Least Square criteria, the number of samples is at least 30 and in this study 64 samples were determined. By google form quesioner was broadcasted directly to the respondents. All primary data were then edited and tabulated before analyzed by Smart Partial LeasrSquare.

While the data analysis technique used in this study is a structural equation model technique with the help of the Smart Partial Leasquare (PLS) data processing program with SmartPLS 3 software, in the following order. First, test the quality of the measurement model. The quality test of this measurement model aims to determine the validity and reliability of the measurement by considering several aspects including (a) convergent validity test, (b) discriminant validity test and (c) reliability test. While the rule of tumbs for each test of the measurement parameters is described in table 2 as follows.

Table 2. Test of Validity & Reliability Measurement

Uji	Parameter	Rule of Tumbs
Convergen Validity	Factor Loading	> 0.70
	Average Variance Extracted (AVE)	> 0.50
	Communality	> 0.50
Discriminant Validity	✓ AVE & Correlaion of Latent Variable	✓ AVE > Correlation of Latent Variable
	Cross Loading	> 0,70 at one variable
Reliability	Cronbach Alpha	> 0,60
	Composite Reliability	> 0,60

Source: Buddha, 2016

Second, after the measurement test is carried out and after all the parameters of the measurement model are declared robust, it is continued by testing the good of fit (GoF) index and testing the hypothesis. The good of fit index test on PLS-SEM uses the Tenenhou (2014) standard, if the GoF value is small = 0.1, the GoF medium = 0.25 and the GoF is large = 0.38. Further, thirdly, continued by testing the research hypothesis by criteria if p-value is less than 0.05 accepted and otherwise rejected.

FINDINGS

Based on the results of the analysis primary data through the Smart Partial LeastSquare program, there are 2 (two) kinds of outpu analysis that will be elaborated at tables and figures are as follows.

1. Result of Measurement Test (Outer Analysis)

The outer model is the measurement of research variables based on the indicators. The outer loading value shows the weight of each indicator as a measure of each latent variable. The largest indicator of outer loading means that the indicator is the strongest measuring variable. The results of outer loadings are used to measure the convergent validity of the measurement model. In this case, the results of the outer loadings test showed a high score that exceeded the rule of tumbs 0.70 (Chin, 1998). Thus, all research variables were included in the hypothesis testing. This is revealed in table 3 regarding outer loadings

Table 3. Outer Loadings

	CRM	Competitiveness	Corporate Branding	Moderating Effect
Corporate Branding				0.704
X10	0.884			
X11		0.701		
X12		0.700		
X13		0.831		
X14		0.880		
X2			0.751	
X3			0.708	
X4			0.788	
X5			0.705	
X6			0.809	

Source: Processed Primary Data, 2021

Furthermore, according to the calculation of cross loading (discriminant validity) in table 4, it can be concluded that all variables have the highest correlation on themselves compared to the correlations on other variables. Thus, the conditions for discriminant validity in the case of this study have been met.

Table 4. Discriminat Validity

	CRM	Competitiveness	Corporate Branding	Moderating Effect
CRM	0.788			
Competitiveness	0.775	0.774		
Corporate Branding	0.791	0.771	0.738	
Moderating Effect	0.200	0.071	0.065	1.000

Source: Processed Primary Data, 2021

Also, as shown at table 5 that construct reliability and validity are stated to be robust and good. It means, both convergent validity, discriminant validity and reliability meet the rule of thumbs criteria which require greater than 0.600. Therefore, the data obtained really represents the actual empirical facts.

Table 5. Construct Reliability & Validity

Matrix	Cronbach's Alpha	Rho_A	Composite Reliability	Average Variance Extracted
CRM	0.706	0.813	0.827	0.651
Competitiveness	0.775	0.810	0.855	0.598
Corporate Branding	0.792	0.809	0.856	0.545
Moderating Effect	1.000	1.000	1.000	1.000

Source: Processed Primary Data, 2021

Additionally, table 6 about the fit test reveals that the model developed in this study has met the requirements for analysis. Because all measurement items have values that exceed the rule of thumbs It means, the analysis can be continued at the next stage.

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Table 6. Model of Fit

	Saturated Model	Estimated Model
SRMR	0.103	0.103
d_ULS	0.835	0.831
d_G1	0.405	0.405
d_G2	0.348	0.348
Chi-Square	112.541	112.535
NFI	0.713	0.713

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Source: Primary Data Processed, 2021

Moreover, based on the results of the first PLS Algorithm analysis as shown in Figure 1, that there are still two loading factors that have coefficients less than 0.600, namely x1 and x7. Thus, the two loading factors must be dropped because they do not match the criteria in the rule of thumbs. While the results can be seen in Figure 2.

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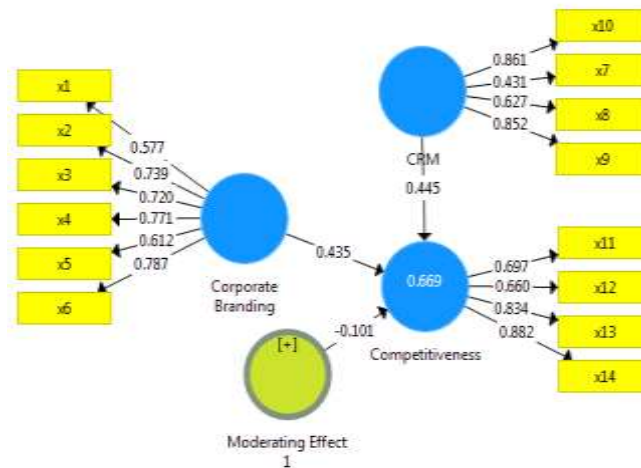


Figure 1. Path Diagram (First Calculation)

Source: Processed Primary Data, 2021

Based on figure 2, which is the result of the second analysis of the PLS Algorithm, it turns out that all loading factors already have a value greater than 0.600. This means that the analysis can be continued with bootstrapping calculations, for the purposes of testing the

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research hypothesis as the last stage in the Smart Partial Least Square analysis technique.

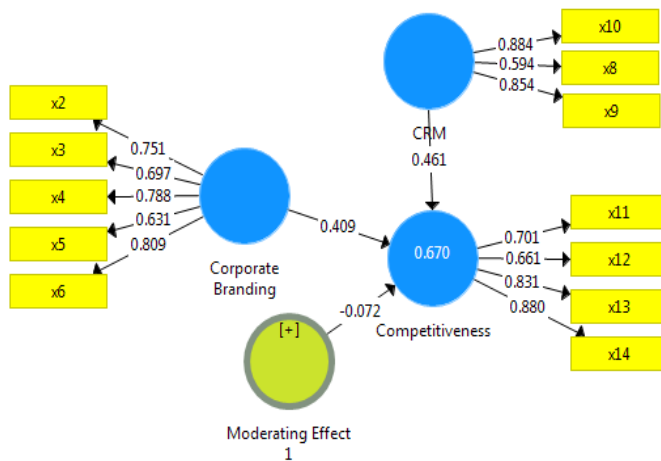


Figure 2. Path Diagram (Second Calculation)
Source: Processed Primary Data, 2021

2. Structural Model (Inner Analysis)

The contribution of corporate branding to the formation of competitiveness can be seen at table 5 below. The results reveal that corporate ebranding contributes to the formation of competitiveness by 0.670 or 67%, and the rest is influenced by several other factors not examined in this research.

27 Table 5. R Square

	R Square	R Square Adjusted
Competitivenss	0.670	0.653

Source: Processed Primary Data, 2021

From the results of bootstrapping calculations as an analytical tool to test the research hypothesis, it is revealed at table 6 about path coefficients. Based on the table, it is demonstrated that corporate branding significantly effect toward competitiveness with a coefficient of 0.461 and p value of 0.002 <0.05. Then, CRM significantly effect toward competitiveness with a coefficient of 0.409 and p value of 0.004 <0.05. While customer relationship management does not moderate the influence of corporate branding toward competitiveness dur to it has p value of 0.544 > 0.005

Table 6. Path Coefficients

	Original Sample	Sample Mean	Standard Deviation	T Statistic	P Values
Corporate Branding→Competitiveness	0.461	0.459	0.149	3.100	0.002
CRM→Competitiveness	0.409	0.418	0.142	2.881	0.004
Moderating Effect	-0.072	-0.041	0.119	0.544	0.544

Source: Processed Primary Data, 2021

DISCUSSION

Some of the empirical findings in this study are in line with some previous research findings and Only one are contradictory. Corporate branding effect toward competitiveness, supporting the research results of Emmanuel et al. (2015) that corporate branding contributes to increase business competitiveness and business continuity as well. also in line with research finding of Kim, Hur & Yeo (2015) that corporate branding contribute to sustainable business performance This research finding in line with Naatu (2016) research that corporate branding plays an important role in improving comprtitive advantage. In addition, it is also in line with the research findings of Brooman (2017) in his article which emphasizes the importance of the role of corporate branding. Supporting research result of Suwartini et al (2017) that brand equity can improve marketing performance in the bottle water business industry in Indenonesia. Besides, also support research of Goldring, D. (2017) that brand value constributee to the competitiveness of product. Also, in line with the research finding of Sinclair, R., & Keller, K. L. (2017) that corporate branding plays a significant role in increasing comprtitiveness. In addition, Radpour, R., & Honarvar, A. R. (2018) in their research findings also states that competitiveness was being effected by corporate branding.

The second research finding that customer relationship management effect competitivenss also strengthen many previous research results. Jocovic, Melovic, Vatin & Murgul, (2014) that customer management effect significantly toward comprtitiveness. In line with Foltean, Trif, Tuleu, (2018) that stated that customer management is extremely important to improve comprtitiveness. Abu & Zabadi, (2020) finds that customer relationship management promote comprtitiveness. Additionally, Dehghanpouri, Soltani & Rostamzadeh, (2020) stated that e-CRM can improve customer satisfaction as well as comprtitiveness. Also in line research finding of Ghatak, R. R. (2020) that said that customer relationship management impact toward customer loyalty and competitiveness as well. Also in line with Negoita, Purcarea & Popescu, (2018) article that customer relationship management effect customer satisfaction as well as comprtitive advantage.

Furthermore, customer relationship management which in this study does not function as a moderator contradicts the opinion of Pohludka & Stverkova (2019) which states that corporate brands will be more effective in realizing their goals when backed up with effective customer management. Meanwhile, customer relationship management has an effect on competitiveness, supporting the results of previous research conducted by Sofi & Hakim (2018) in their article ¹⁶ Customer Relationship Management as a Tool to Enhance Competitive Effectiveness: Revisited Models revealing that customer management is an important tool to

build the effectiveness of business competitiveness. Also, Ungerman et al (2018) which revealed that customer relationship management is moderating on the effect of marketing innovation on market competitiveness. An empirical evidence that the role of customer management is very important especially in achieving long-term goals.

6 CONCLUSION

Based on the results of the research hypothesis test, it was revealed that corporate branding significantly effect on competitiveness. Then, CRM also significantly effect on competitiveness. However, customer relationship management does not moderate the effect of corporate branding on competitiveness. These findings of this research certainly contribute to enriching the repertoire of management science, especially marketing management. However, the inconsistency of the moderating function of customer relationship management certainly needs further research and study. Other researchers can use other research objects that are different from what many researchers have done so far. Or it could be done by expanding the research population in several other countries.

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