Volume 4 Issue 2 (2024) Pages 1 - 16
Amkop Management Accounting Review (AMAR)
ISSN : 2828-2248 (Online)

Corporate Governance and Marketing Performance: The Role of Customer Relations and Market Orientation

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Abstract

The Company is very important to have the ability to distribute the strategies that have been set, especially in the implementation of corporate governance so that the Company is able to ensure that it can achieve predetermined goals. Purpose: the purpose of this study is to determine the extent to which the Company is able to distribute Corporate Governance strategies to improve marketing performance through consumer relationship management and marketing orientation. Research Design, Data, and Methodology: Data collection in this study was carried out by distributing questionnaires to 85 respondents who work as leaders in property industry companies in Makassar City. Result: corporate governance has no significant affect on marketing performance but corporate governance affect on customer relation and marketing orientation, customer relation affect on marketing performance, marketing orientation affect marketing performance. This research indicate that corporate governance affect marketing performance through customer relations and this research result also indicated that corporate governance affect marketing performance through marketing. Conclusion: D istribution of management policies to improve performance is very important to be considered by distribution management requires effective tools and this research shows that the distribution of the Company's strategy can be carried out through the concept of customer relationship management and marketing orientation.

Kata Kunci: *Corporate Governance, Customer relation, Marketing Orientation, Marketing Performance*

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INTRODUCTION

Performance becomes an important part of a business, one of the crucial performance that must be achieved by the Company is marketing performance. There are several important factors that can affect marketing performance. Among them are (1) Corporate Governance: Corporate governance includes organizational structures, policies, and procedures that govern the way companies are run and supervised. In the context of performance marketing, strong corporate governance can ensure that marketing decisions are based on ethical and strategic principles. However, if corporate governance is weak or ineffective, this can lead to vagueness in decision making, lack of accountability, and even potential reputational risk that can affect overall marketing performance. (2) Marketing Orientation: Marketing orientation reflects the company's focus on customer needs and wants as well as the company's ability to create, communicate, and deliver value to customers. Companies that have a good marketing orientation tend to be more responsive to market changes, more innovative in marketing strategies, and better able to understand and meet customer needs. Conversely, a lack of

DOI: 10.37531/amar.v4i2.2356

marketing orientation can lead to a mismatch between the product or service offered and the needs of the market, which in turn can negatively affect marketing performance. (3) Customer Relationship Management (CRM): Customer relationship management involves a company's efforts to understand, build, and maintain positive relationships with customers. CRM includes the collection and analysis of customer data, proper communication strategies, and effective customer service. Effective CRM implementation can assist companies in gaining better insights into customer preferences and behavior, improve customer retention, and create cross-selling and up-selling opportunities. However, if customer relationship management is not managed properly, this can lead to customer loss, customer dissatisfaction, and a decrease in overall marketing performance.

In measuring an organization's marketing performance, Clark (1999) has shown three consistent directions over the years: first from a measure of financial to non-financial output; second, from the size of the output to the input; and third, from unidimensional to multidimensional sizes. Similarly, Clark's (2000) research states that from all perspectives of the results of a survey of 130 senior marketing managers, effectiveness is the most important thing for managers. Efficiency not only has a strong direct effect on perceived performance, but also mediates the effects of a number of other variables.

Marketing performance is a concept to measure the market performance of a product. Every company has an interest in knowing the market achievements of its products, as a mirror of the success of its business in the world of business competition. In addition, company performance can be done in two ways, namely internally and externally. Marketing performance according to Tjiptono (2008) is an overspent and underdelivered point, because it is difficult to measure the effectiveness and efficiency of each activity, decision or marketing program. Performance marketing is more objective and focused on the profitability and productivity of marketing decisions. Marketing performance is a concept to measure the market performance of a product. Every company has an interest in knowing the market achievements of its products, the success of marketing performance is reflected in the success of its business in the world of competition. Therefore, various service value additions that begin before the actual transaction until after the transaction takes place, are provided in an effort to stay ahead of the competition and create customer loyalty. In various studies it has been shown that retaining customers through adding value will reduce costs compared to efforts to capture new customers (Anderson et al, 1994, Reichheld and Sasser, 1990). Furthermore, loyal customers will provide benefits in the long run. Therefore, the concept of relationship marketing was introduced in the marketing literature and integrated into the service delivery process model.

In the development of the treasures of marketing management studies, it is mentioned that there is a shift from the orientation of maximizing sales and shareholder profits towards creating value and welfare of stakeholders, namely all parties interested in a business: employees, suppliers, consumers, and the community around the company. Therefore, a business organization must pay attention to what variables affect or improve its performance. According to Wang et al. (2015) marketing performance can be seen in terms of new product launches, market development and penetration, quality improvement, and customer satisfaction. Marketing performance is a criterion for evaluating the success of organizational value creation, which is a combination of increased creativity capabilities and a deep understanding of market trends (Zulfikar, 2018). Marketing performance is considered here as the effectiveness and efficiency of an organization's marketing activities in relation to market-related objectives, such as revenue, growth, and market share. It also refers to the lack of accuracy in the terms used to describe marketing performance (Gao, 2010). Marketing performance refers to a company's ability to satisfy, develop, and retain customers by offering products, services, and other elements that fit their needs (Leonidou et al., 2013). In accordance with Nguyen et al. (2016) superior marketing performance requires not only information about

DOI: 10.37531/amar.v4i2.2356

customers, but also, to proactively implement innovative activities such as organizational learning, market orientation, and internationalization efforts.

In some research literature it was found that marketing orientation can improve marketing performance. A business organization contributes to competitive advantage by creating unique products, product quality, and competitive prices, which leads to increased marketing performance of business organizations (Puspaningrum, 2020); Amen 2016; Buli, 2017; Ho; 2017). Similarly, with corporate governance, several ideas have been carried out by many researchers related to the influence of governance variables, such as; The size of the board of directors, the number of meetings of the board of directors, as well as the duplication of the roles of the general manager, chairman of the board of directors, in addition to the qualifications of directors in the board of directors, and whether it has an important and effective role. In addition, the qualifications of the directors in the board of directors, and whether they have an important and effective role in improving the company's performance. For example, research conducted by a group of scholars and researchers (Ahmed et al., 2019; Alabdullah et al., 2021; Alabdullah &; Ahmed, 2019; Abushammala et al, 2015). Also, a wave of research showing that the relationship between board size and company performance is positively related (See., Ahmed et al., 2018; Alabdullah, 2019; Alabdullah, 2016a, 2016b, 2016c, 2016d; Alfadhl &; Alabdullah, 2016; Alabdullah et al, 2014; Essia, 2014). On the other hand, other studies such as Al-Abdullah et al. 2016 and Fama and Jensen (1983) state that the more effective the board of directors is in the performance of the company and suggest that when the number of boards of directors exceeds the board of directors or seven people, they are expected to work with full effort. These results have been confirmed by several studies (Ahmed et al., 2020; Ahmed et al., 2016; Alabdullah, 2021a, 2021b; Alabdullah et al, 2018; Alabdullah et al, 2021).

One customer-oriented philosophy is Customer Relationship Marketing (CRM). The actual concept of CRM evolved into mainstream marketing and business literature during the mid-20th century (Datta, Omar & Dixon, 2011). McGarry (1951) was one of the first to use and discuss the concept of marketing contractual relationships; He argues that marketing costs can be reduced by 10-20% by developing and maintaining a mutually beneficial and sustainable, dynamic and sustainable relationship between the organization and the customer. Berry (1983) considers relationship marketing as the most important strategy for building, maintaining and improving relationships with customers. Morgan and Hunt (1994) assert that relationship marketing is critical to building and managing successful relationships with various stakeholders. This idea was also supported by Gilaninia; Almani; Pournaserani &; Mousavian (2011).

Corporate governance plays a pivotal role in ensuring that businesses are managed effectively and ethically. Distributing the principles of corporate governance through customer relationship management (CRM) and establishing effective marketing orientation can significantly impact marketing performance. Analyzing the distribution of management strategies through CRM and fostering effective marketing orientation is crucial for enhancing marketing performance. Corporate governance serves as the framework for decision-making processes within an organization. By disseminating the principles of corporate governance through CRM, companies can ensure that customer interactions are aligned with ethical standards and strategic objectives. This integration helps in building trust and credibility among customers, which is essential for long-term relationships and brand loyalty.

Moreover, effective marketing orientation involves understanding and responding to customer needs and preferences. By incorporating the principles of corporate governance into marketing strategies, businesses can ensure that marketing efforts are not only customer-centric but also aligned with the broader organizational goals. This alignment fosters consistency and coherence in marketing messaging and activities, ultimately enhancing marketing performance.

DOI: 10.37531/amar.v4i2.2356

Analyzing how the strategic principles of management are distributed through CRM and marketing orientation involves assessing various factors such as communication channels, employee training, and organizational culture. It requires a comprehensive understanding of both internal processes and external market dynamics to ensure that management strategies are effectively disseminated and implemented across the organization. Distributing the strategic principles of management through CRM and fostering effective marketing orientation are essential components for enhancing marketing performance. By aligning customer relationship management practices and marketing strategies with the principles of corporate governance, businesses can create a cohesive framework that drives sustainable growth and competitive advantage in the marketplace.

The implementation of good corporate governance principles that are implemented properly and consistently will make all company activities run effectively and efficiently. With good corporate governance, what can be distributed effectively can affect the Company's performance, including marketing performance (Amelia and Nurleli, 2023)

H1 : The Effect of Corporate Governance to Marketing Performance.

The application of CG principles which include transparency, accountability, responsibility, independence, fairness, and sharia compliance principles will be examined to find the relationship with customer loyalty. Company services such as accessibility of required information, good service, good financial performance, transparency of fund management and sharia compliance with company activities will be considered by customers to determine their loyalty. These things can improve the image of the takaful company and influence people to use its services. A good corporate image due to the implementation of good corporate governance will increase takaful customer loyalty. Loyal customers have an impact on reducing the costs that must be incurred to serve because of their knowledge of the company (Bowen &; Chen, 2001). Using five CG principles with the addition of sharia compliance principles, both El-Junusi (2012) and Wardayati (2011) stated that sharia governance affects customer trust in Islamic banking in Indonesia. Al-Qudah (2012) found that corporate governance positively affects customer commitment and trust in medium and large companies in Jordan. Based on this explanation.

H2 : The effect of Corporate Governace to Customer Relation

Good corporate governance will direct the effectiveness of organizational operations, including in an effort to improve the Company's orientation towards the market faced, this is also along with the initial suspicion that corporate governance affects marketing performance, Hypothesis 3 (H3) of this study will see from organizational activities that will encourage organizations to be oriented to target markets (Amelia and Nurleli, 2023) assuming that corporate governance can be well distributed so that it can be internalized by all components in the organization including marketing, this will direct the Company's policy to the market to be addressed. With this assumption, Hypothesis 3 (H3) of this study is to suspect that corporate governance affects marketing orientation.

H3 : The Effect of Corporate Governance to Marketing Orientation

As has been shown in the explanation of the effect of CRM on finance from the research of Mozaheb et al (2018), the results of this study also show the significant influence of CRM on marketing performance by using the customer approach as a proxy. The step of collecting customer information for a sharper and more precise business plan also supports the results

DOI: 10.37531/amar.v4i2.2356

of a significant CRM influence on marketing performance. Shavazi (2021) believes organizations can develop product modification times for customers compared to competitors and increase the number of new products introduced compared to competitors. He also revealed CRM leads to an increase in individual customer sales volume and also sales revenue with individual customers. Customer satisfaction and loyalty are also a consequence of CRM processes. The journal of Musonnafa et al (2022), shows that CRM successfully affects marketing performance significantly. In CRM implementation, data collection for customer categories is important to understand sales potential and maintain relationships with customers, let alone make them loyal. This model considers customer needs data and wants to provide more desired services. Organizations that follow this model will be able to adjust to the needs and desires of customers in the shortest time and can also provide the best service for them. Based on this explanation.

H4 : The Effect of Customer relation to Marketing Peformance

In particular, most studies have analyzed the service industry (Luu, 2019; Sin, Alan, Yau et al., 2005; Tse et al., 2004). While marketing orientation coordinates various activities in the functional areas of the organization to satisfy customer needs and monitor competitive movements, research of marketing orientation focuses more on building relationships through through the cultivation of trust, empathy, bonding, and reciprocity between the company and its customers. However, all these constructs capture market share and increase the level of company performance (Tse et al., 2004). Since marketing orientation is a strategic orientation (Sin, Alan, Yau et al., 2005), a firm can adopt different levels of strategy depending on the conditions of the competitive environment in which it operates. Therefore, Sin et al. (2005) state that a firm can experience different levels of performance depending on the characteristics of the competitive environment in which the firm operates. It depends on the choice based on the right mix of marketing orientation and other strategies. However, the effect of marketing orientation on firm performance can vary when the moderating effect of RMO is considered (Luu, 2019; Sin, Alan, Yau et al., 2005; Tse et al., 2004). Based on this explanation, Hypothesis 5 (H5) of this study suspects that marketing orientation has a significant positive effect on marketing performance through customer relationship marketing.

H5 : The Effect of Marketing Orientation to Marketing Performance

Burak et al. (2017) examine whether the principles of corporate governance, adopted by businesses to ensure their sustainability, have an effect on business performance by discussing them in detail. In the analysis conducted, it was revealed that there is a relationship between the principles of corporate governance, which consist of variables of transparency, accountability, fairness, social awareness, independence, and discipline, with business performance. Kyere and Ausloos (2020) did Research on the relationship between corporate governance and corporate marketing performance. The research concluded that, when appropriate corporate governance mechanisms are chosen, a company's marketing objectives and corporate finances can be improved. Zuva and Zuva (2018) studied the relationship between corporate governance and organizational performance in Zimbabwe. Empirical results reveal that, in Zimbabwe, corporate governance frameworks were developed to improve the performance of parastatals, i.e. private and public institutions.

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H6 : The Effect of Corporate Governance to Marketing Performance Through Customer Relation

Marketing orientation is a strategic approach that focuses on identifying and meeting the needs and wants of customers through the creation and delivery of superior value. It involves a deep understanding of customer needs, competitor analysis, market research, and the alignment of marketing activities with the long-term goals of the organization. Good corporate governance practices can contribute to sustainable growth by ensuring transparency, accountability, and effective decision-making within the organization. Transparent governance practices can enhance investor confidence, facilitate access to capital, and foster long-term strategic planning, all of which are conducive to growth. Effective corporate governance can positively influence marketing performance by fostering a culture of accountability, innovation, and customer-centricity within the organization. Clear governance structures and processes enable marketing teams to align their activities with the broader strategic goals of the company, ensuring efficient resource allocation and risk management. A strong marketing orientation is positively associated with improved marketing performance. Companies that prioritize customer needs and preferences, gather market intelligence, and adapt their marketing strategies accordingly are better positioned to achieve sustainable competitive advantage and drive business growth. Corporate governance practices can influence the degree to which companies adopt a marketing orientation. Boards and senior management teams that prioritize long-term value creation and customer satisfaction are more likely to encourage a marketing-oriented culture within the organization. This, in turn, can enhance marketing performance and contribute to sustainable growth over time. The relationship between corporate governance, growth, marketing performance, and marketing orientation is complex and multidimensional. Effective governance practices lay the foundation for sustainable growth, while a strong marketing orientation and performance are essential for achieving competitive advantage and meeting customer expectations in today's dynamic business environment.

H7 : The Effect of Corporate Governance Growth to Marketing Performance Through Marketing Orientation

METHODOLOGY

The sample in this study was taken from employees who work in the Rital Industry in Makassar City, South Sulawesi Selection of retail companies with industry considerations Retail is currently in a very dynamic competition and requires strong efforts in defending customers in the midst of fierce competition. The large population was sampled using the Hair technique, (Hair, Sarstedt, Hopkins, & Kuppelwieser, 2014) which stated that factor analysis should not be below 50 but above 100. As a general rule, the sample minimum should be at least 5 times and is more acceptable when it is 10 times the number of variables. This study used 16 indicators with at least 80 respondents, obtained through a purposive sample, where 85 met the requirements as the minimum based on Hair.

The sample of this study was dominated by respondents with male sex, namely as many as 55 respondents or 65% with the most age between 31 to 40 years. Respondents' education was dominated by respondent how get under graduate degree as much as 53 respondent or 62% , while respondents' work experience was dominated by respondents who had work experience in the range of 6 to 10 years as many as 53 people or 62%

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Tabel 1 : Respondent Demography

Attributes	**Item**	**F**	**%**
Gender	Men	55	65%
	Women	30	35%
Age (years)	25-30 year	31	36%
	31-40 year	43	51%
	>41 year	11	13%
Educational Bacgroun	Under Graduate	53	62%
	Post Graduate	21	25%
	Doctor	11	13%
Work Experience	1 - 5 Year	17	20%
	6 - 10 Years	53	62%
	11 -15 Years	15	18%

Measurement

Tests for validity and reliability were carried out to guarantee that the questionnaire was a valid and trustworthy instrument for gathering data. The phases of data analysis, which measured the viability of sizes on dimensions like validity and reliability (AVE, Cronbach alpha, and Critical Ratio), were founded on the principles of Partial Least Square (PLS), specifically algorithm analysis. In addition to testing the hypotheses and determining the significance of the influence between variables, the bootstrapping technique also determined the coefficient value between variables.

Tabel 2 : Research Questionnaire Structure Guide

Variable	**Item Questionnaire**		**Major References**
Corporate Governance	Composition of Independent Commissioners	GE1	
	Managerial Ownership Structure	GE2	
	Institutional Ownership Structure	GE3	
	Audit Committee	GE4	
Customer Relation	Customer Identification	EP1	Chaffey (2000)
	Consumer Individualization	EP2	
	Interaction	EP3	
	Integration	EP4	

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Marketing Orientation	Consumer Orientation	GSC1	Kotler (2019)
	Competitor Orientation	GSC2	
	Coordination Between Functions	GSC3	
	Innovation and Development	GSC4	
Marketing Performance	Increased Market Share.	PA1	Galib et al (2022)
	Increased Sales Volume.	PA2	
	Effective complaint management.	PA3	
	Increased customer collaboration.	PA4	

RESULTS AND DISCUSSION

Statistics Test Results

In the SEM-PLS analysis, the loading factor value is considered good if it has a value above 0.7, the results of data processing using SEM-PLS software show that all lading factor values have a value of (ƛ)> 0.7. thus all research data can be identified as good data and meet the criteria to be continued at the next stage of analysis

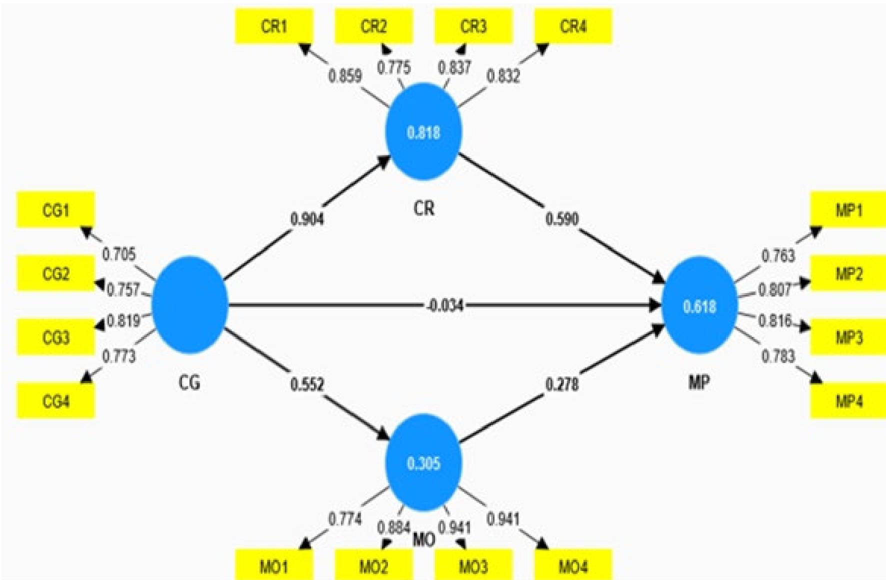

Figure 2 Partial Least Square Analysis

A value above 0.7 in the good fit model indicated that the data was legitimate. The AVE value showed the level of data quality needed to achieve a satisfactory fit greater than 0.5. Additionally, the data's dependability was confirmed by the reliability analysis, as evidenced by the Cronbach alpha value exceeding 0.6. For every indicator, the data quality testing over 0.7 was decided by the composite reliability value. Data analysis is displayed in Table 3.

Table 3: The Good of Fit Model

Variable	Items	Validity	AVE	Composite Reliability	Cronbach Alfa

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Corporaete Governance	CG1	0,705	0,585	0,849	0.765
	CG2	0,757			
	CG3	0,819			
	CG4	0,773			
Customer Relation	CR1	0,859	0,683	0,896	0.845
	CR2	0,775			
	CR3	0,837			
	CR4	0,832			
Marketing Orientation	MO1	0,774	0,788	0,937	0.910
	MO2	0,884			
	MO3	0,941			
	MO4	0,941			
Marketing Performance	MP1	0,763	0,628	0,871	0.805
	MP2	0,807			
	MP3	0,816			
	MP4	0,783			

Hypothesis Result

The results of data analysis show the direct influence of independent variables on dependent variables, all of which show positive and significant influences, as well as the influence of independent variables on intervening variables, also indicate a positive and significant influence with details of the influence of each variable are as follows:

1. The effect of corporate governance on marketing performance has no significant effect (sig. P-value 0.843>0.05) thus the H1 of the study is rejected
2. The effect of corporate governance on customer relation has a significant effect (sig. P-value 0.000<0.05) thus the H2 of the study is accepted
3. The effect of corporaete governance on marketing orientation has a significant effect (sig. P-value 0.000<0.05) thus the H3 of the study is accepted
4. The effect of customer relation on marketing performance has a significant effect (sig. P-value 0.004<0.05) thus the H4 of this study is accepted
5. The effect of marketing orientation on marketing performance has a significant effect (sig. P-value 0.004<0.05) thus the H5 of the study is accepted
6. The effect of corporate governance on marketing performance through customer relation has significant effect (sig. P-value 0.004<0.05) thus the H6 of this study was accepted
7. The effect of corporate governance on marketing performance through marketing orientation has a significant effect (sig. P-value 0.021<0.05) thus the H7 of this study is accepted

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Tabel 4 : Hypothesis Result

	Sample Mean	Std. Deviation	T Statistic	P. Value
The Effect of Corporate Governance to Marketing Performance	-0,034	0,173	0,198	0,843
The Effect of Corporate Governance to Customer Relation	0,904	0,023	38,967	0,000
The Effect of Corporate Governance to Marketing Orientation	0,552	0,097	5,713	0,000
The Effect of Customer Relation to Marketing Performance	0,590	0,202	2,918	0,004
The Effect of Marketing Orientation to Marketing Performance	0,278	0,097	2,857	0,004
The Effect of Corporate Governance to Marketing Performance Through Customer Relation	0,533	0,187	2,854	0,004
The Effect of Corporate Governance to Marketing Performance Through Marketing Orientation	0,154	0,066	2,317	0,021

The intricate relationship between corporate governance, marketing performance, customer relations, and marketing orientation is a subject of significant interest and debate within the realm of business studies. While some argue that corporate governance directly impacts marketing performance, others suggest that its influence might be more indirect, affecting factors such as customer relations and marketing orientation, which in turn impact marketing performance.

The direct link between corporate governance and marketing performance has been subject to debate. While good governance principles theoretically foster transparency, accountability, and strategic decision-making, the impact on marketing performance might not always be straightforward. It's plausible that the effects of corporate governance are more nuanced and indirect, influencing other aspects of the business that subsequently impact marketing performance.

Corporate governance practices can significantly affect customer relations. Transparent governance structures and ethical business practices enhance trust and credibility, fostering positive relationships with customers. When customers perceive a company as trustworthy and responsible, they are more likely to engage in long-term relationships and advocate for the brand.

The influence of corporate governance on marketing orientation is notable. Boards and management teams that prioritize long-term value creation and customer-centric strategies are more likely to instill a marketing-oriented culture within the organization. This involves aligning marketing activities with broader strategic objectives, understanding customer needs, and adapting to market dynamics.

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Strong customer relations are integral to driving marketing performance. Satisfied customers are more likely to make repeat purchases, recommend the brand to others, and contribute to positive word-of-mouth marketing. Effective customer relationship management strategies enhance customer loyalty and lifetime value, ultimately impacting marketing performance metrics such as sales revenue and market share.

A robust marketing orientation positively influences marketing performance. Companies that prioritize understanding customer needs, conducting market research, and adapting marketing strategies accordingly are better positioned to achieve competitive advantage and drive business growth. Marketing orientation fosters innovation, responsiveness, and customer-centricity, all of which contribute to enhanced marketing performance.

The data suggest that corporate governance indirectly affects marketing performance through its impact on customer relations. Transparent governance practices contribute to positive customer perceptions, which, in turn, influence purchasing behavior and brand loyalty, ultimately impacting marketing performance.

Furthermore, corporate governance influences marketing performance through its impact on marketing orientation. Governance structures that prioritize long-term value creation and strategic alignment foster a culture of marketing orientation within the organization. This, in turn, enhances marketing effectiveness and contributes to improved marketing performance metrics.

While the direct impact of corporate governance on marketing performance might be debatable, its influence on customer relations and marketing orientation is undeniable. By fostering transparency, accountability, and strategic alignment, corporate governance indirectly contributes to enhanced marketing performance through its effects on customer relations and marketing orientation. Thus, understanding the intricate interplay between these factors is crucial for building a resilient and competitive business strategy.

Practical Implications For Asian Business

Organizations can enhance their marketing performance by integrating Customer Relationship Management (CRM) with their marketing strategies, focusing on building strong relationships with customers. Implementing CRM systems enables businesses to better understand customer needs, preferences, and behaviors. Practical steps include investing in technology for data collection and analysis, training employees on effective customer communication, and developing personalized marketing campaigns. In the context of Asian business, where consumer loyalty and relationship-driven marketing play a crucial role, leveraging CRM can help businesses cultivate long-term customer engagement and enhance brand trust, particularly in markets with strong cultural ties to personalized service.

Emphasizing a marketing orientation throughout the organization is essential for aligning every department with customer needs and market trends. This requires restructuring teams to be more customer-centric, incorporating market research into product development, and fostering cross-functional collaboration to ensure marketing efforts are well-integrated. In Asia, where diverse consumer behaviors and rapidly changing markets present unique challenges, organizations must remain agile by continuously adapting to local and regional preferences. Companies operating in multicultural environments, such as Indonesia, China, or India, must integrate localized marketing insights to remain competitive.

DOI: 10.37531/amar.v4i2.2356

Corporate governance also plays a vital role in facilitating effective marketing strategies. Establishing clear policies and procedures for marketing decision-making, ensuring transparency and accountability, and appointing board members with relevant marketing expertise can provide strategic guidance. In Asian markets, where regulatory environments and governance structures vary significantly, organizations must navigate complex compliance landscapes while maintaining ethical marketing practices. Ensuring strong corporate governance can help businesses gain consumer trust, particularly in emerging economies where transparency in marketing and business operations is increasingly scrutinized.

Measuring and evaluating marketing performance through relevant metrics and key performance indicators (KPIs) is critical for long-term success. Organizations should implement regular performance reviews, conduct market analyses, and use data-driven insights to refine their marketing strategies. In the dynamic Asian business environment, where digital transformation and e-commerce are rapidly evolving, data-driven marketing strategies are particularly crucial. Companies must invest in advanced analytics tools to track customer behavior, assess campaign effectiveness, and make informed decisions that align with shifting consumer demands.

Investing in training and development programs is essential for enhancing employees' skills in customer relationship management, marketing strategy development, and corporate governance practices. Providing workshops, seminars, and ongoing education ensures that employees remain updated with the latest marketing trends and competencies. In Asia, where workforce diversity and varying levels of digital literacy exist, organizations should tailor training initiatives to different markets, ensuring that both traditional businesses and digital-first enterprises benefit from skill development programs.

Finally, continuous improvement in marketing practices is crucial for sustained success. Organizations should establish mechanisms for feedback and learning, conduct regular audits of marketing processes, and adapt strategies in response to changing market dynamics and customer preferences. In Asia, where economic growth and technological advancements are reshaping industries at an unprecedented pace, businesses must foster a culture of innovation. Whether through agile marketing strategies, digital adoption, or localizing global marketing campaigns, continuous adaptation ensures long-term relevance in highly competitive Asian markets.

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