

Implementation of Supply Chain Customer Relationship Management in Increasing the Responsiveness of Hypermart Retail Companies

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ABSTRACT: This study aims to understand and analyze in depth how the implementation of Customer Relationship Management (CRM) in the supply chain system can improve the operational responsiveness of retail companies, especially at Hypermart Baubau Branch. This study uses a qualitative approach with a descriptive method. The results of the study indicate that the implementation of CRM in the supply chain at Hypermart Baubau Branch has a positive impact on increasing the company's responsiveness, especially in dealing with market demand and customer needs. Before CRM was implemented in an integrated manner, the company often experienced delays in service and inconsistencies in information between divisions, which resulted in decreased customer satisfaction. With the implementation of integrated CRM, communication between divisions becomes more efficient, decision making is faster, and customer service becomes more responsive.

KEYWORDS: Customer Relationship Management, Supply Chain, Responsiveness, Retail, Hypermart.

INTRODUCTION

Companies to develop various strategies and tactics that are superior to their competitors. One of the business strategies implemented is the concept of Supply Chain Management. Many multinational companies have implemented SCM and experienced increased performance. In the context of SCM, the relationship between the company and its suppliers is known as Supplier Relationship Management (SRM) (Agustian, 2023). Supply chain management is an important part of the business process. If not managed properly, it will impact the company's profit and loss because business operations are disrupted. Supply chain management consists of four parts: suppliers, manufacturers, warehouses, or distribution centers (Kathirvel & Kathirvel, 2024). Shopping at a supermarket is often categorized as a self-service retail environment. Supermarket retailers who want to build relationships with their customers can track their level of satisfaction with key elements of the supermarket environment is important. The goal is to minimize the reasons for complaints and dissatisfaction and the cost of a service recovery plan, while they create a search for direct feedback from customers about their reactions to these key elements (Ruane, 2020).

Hypermart requires a large and diverse supply of goods to maintain inventory and meet consumer demand. In this case, suppliers are parties who have considerable bargaining power, especially if they are the main or exclusive suppliers for Hypermart. Unfortunately, information about suppliers from the Hypermart retail company is not openly published and is difficult to find in related news or journals. This is because information about suppliers is usually internal information from the company and is kept confidential. However, based on the financial report of the Baubau branch of Hypermart in 2020, there is a statement that the company has the largest trade debt from related entities, namely IDR 3.6 trillion, while there are other debts of IDR 1.1 trillion. The related entities are described as suppliers, distributors, and sales agents. However, further information regarding specific suppliers was not disclosed. Therefore, Hypermart must build good relationships with suppliers and ensure that there are alternative supplies of goods available to reduce the risk of depending on one or a few suppliers (Czinkota, 2021).

The Hypermart concept that prioritizes one-stop shopping and service that includes shopping convenience, prestige, complete barangays, and affordable prices, can be a distinct advantage for customers who want to shop at Hypermart Baubau (Ivan, 2020). One tactic that can effectively bridge the gap between customers and businesses is to implement a concept known as customer relationship management, or CRM. This approach integrates people, processes, and technology to create positive communication between customers and businesses, especially through developing customer loyalty. Hypermart utilizes email marketing, SMS, to provide relevant and personalized offers. Example: Sending discount vouchers on customers' birthdays or promotional notifications for frequently purchased product categories (Nurhidayah, 2024).

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CRM analysis at Hypermart Baubau branch focuses on efforts to identify factors that influence service responsiveness, such as the speed of fulfilling product requests, the ability to handle customer complaints, and product offerings that suit local preferences. Through a CRM system integrated into the supply chain, companies can better manage customer data, understand customer shopping patterns, and adjust product offering strategies (Sibarani, 2020).

Hypermart responds to market changes or new trends by strategically utilizing the integration of Customer Relationship Management (CRM) and the supply chain. Monitoring Market Trends with CRM Hypermart uses CRM to collect real-time customer data such as customer transaction data, customer feedback, shopping behavior. Integration with the supply chain for quick response. In order to respond to trends quickly, Hypermart integrates data from CRM into the supply chain system such as inventory adjustments, distribution optimization, collaboration with suppliers (Bohari, 2017).

LITERATURE REVIEW

A. Entrepreneurship

Entrepreneurship refers to activities involving energy, mind, or body (organization) to achieve certain goals and includes work, actions, initiatives and efforts to achieve a goal. Business can also be interpreted as activities in the trade sector with the aim of seeking profit which includes trade and company activities (Rakib, 2018).

Furthermore, entrepreneurs must find new opportunities to create new products or services that are acceptable to the market. Creativity allows entrepreneurs to take advantage of opportunities by generating competitive advantages for businesses. Creativity as a cognitive process to find new patterns or combinations of familiar ideas, routines, and mental models is the engine that drives entrepreneurial discovery. The psychological ability of individuals to recognize valuable opportunities in uncertainty and implement them as innovations in the market that prospectively create entrepreneurial profits. Entrepreneurial creativity is the ability to create and capture opportunities and create, recombine and/or use company resources in new and different ways. From several explanations related to entrepreneurial creativity above, it can be stated that entrepreneurial creativity is the ability to create, modify something, and combine existing Works (Rakib, 2020).

The role of entrepreneurs in Indonesia can be seen in the contribution of Small and Medium Enterprises (SMEs) to the national economy. In macroeconomic terms, SMEs can be seen as one of the savior sectors in the national economic recovery process. Its role in driving the rate of economic growth and labor absorption is expected to be the first step in efforts to drive the production sector in various business fields. One of the factors that is very important in improving the performance of small businesses is the human resource factor (entrepreneurs). The entrepreneurs in question are those who have effective communication skills, have knowledge about entrepreneurship, either through education and training, experience, or mentoring, as well as an entrepreneurial attitude (Rakib & Wisudawaty, 2016).

Businesses that create new products by combining existing products in new and different ways to enable added value. This can be done by developing new technologies, acquiring new knowledge, figuring out how to make existing products and services, and finding new ways to give consumers something of value (Chaudhuri, 2022).

According to Indriyatni, entrepreneurship is an effort related to the creation of business activities or business activities based on one's own will, and/or establishing a business/business with one's own will and ability. The definition of entrepreneurship and entrepreneurship, in the appendix to the Decree of the Minister of Cooperatives and Small Business Development subordinates (Sugiyanto & Sanusi, 2023).

Therefore, entrepreneurship is defined as a superior human being who is able to carry out activities/work to achieve a goal in the field of corporate trade with the intention of seeking profit, even being able to help especially in creating jobs for others. Although in everyday life, the word entrepreneur or entrepreneur is often used by someone as one type of non-civil servant and non-private employee work or the like, but on their own efforts (Esmer & Şen, 2017).

B. Customer Relationship Management (CRM)

Customer Relationship Management (CRM) in the context of the supply chain at Hypermart Baubau Branch has proven to be able to increase the company's responsiveness to customer needs and market dynamics. Through the integration of customer data with operational and logistics processes, Hypermart can make decisions more quickly and accurately in managing inventory, distribution, and services. The CRM system allows companies to understand customer preferences more deeply, anticipate needs, and respond to changes in demand efficiently. Thus, CRM not only strengthens relationships with customers, but also accelerates the flow of information and coordination between divisions in the supply chain, which ultimately has a positive impact on the performance and competitiveness of retail companies in an increasingly competitive era (Hapsatou, 2022).

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The implementation of Hypermart Customer Relationship Management uses a series of social media. So that Hypermart not only uses social media as a tool for promotion but also as a service to establish long-term relationships with their consumers. Hypermart Instagram with the Hypermart Baubau account has the most likes and followers compared to other Hypermart social media. Another CRM strategy is to issue member cards. Customers who have member cards are stated to get additional facilities or better services. Hicard is a form of CRM launched by Hypermart since 2011 (Natawijaya, 2023).

C. Responsiveness

Responsiveness is the ability of a company to respond to changes in customer needs, market demand, or operational situations quickly and accurately. According to Christopher (2011), responsiveness in the supply chain refers to the speed and flexibility of the system in adjusting to demand dynamics. In the retail industry, responsiveness is the main key to maintaining customer loyalty, avoiding stock shortages, and ensuring consistent service. Responsiveness is not only influenced by internal processes, but also by completeness of data, communication systems, and customer involvement in feedback.

Responsiveness measures the extent to which a supply chain can respond quickly and effectively to market changes, customer demand, or changes in external conditions. Experts often measure responsiveness with indicators such as order fulfillment cycle time or late delivery rates (Bernardes & Hanna, 2017).

Hypermart Baubau Branch shows that effective CRM implementation allows companies to be more sensitive to customer wants and needs. For example, information about frequently purchased products or products that are less in demand can be analyzed through the CRM system, and this data can be used to plan product stock and distribution better (Stefanov, 2023).

On the other hand, good supply chain management supports responsiveness by ensuring that goods needed by customers can be provided on time and in sufficient quantities. With an efficient stock monitoring and distribution system, Hypermart can minimize stock shortages that can disrupt customer satisfaction (Asamoah, 2021).

The indicator or benchmark for responsiveness lies in how an apparatus or service provider provides the best possible services to service users so that satisfaction occurs between both parties (Silfiah & Mufida, 2024). According to Hardiyansyah (2011), the indicators of responsiveness are as follows:

- 1) Service Response Time
- 2) Customer Satisfaction
- 3) Percentage of Orders Fulfilled on Time

D. Supply Chain

The supply chain is an integrated network that covers all activities from raw material procurement, production process, distribution, to the end consumer. According to Chopra and Meindl (2019), the modern supply chain focuses on efficiency and speed of delivery, while maintaining service quality. In a retail context such as Hypermart, the supply chain includes the relationship between suppliers, distribution centers, stores, and customers. The effectiveness of the supply chain is greatly influenced by coordination between divisions, the accuracy of demand data, and the company's ability to anticipate market changes. CRM integration in the supply chain enables more accurate decision making based on actual and relevant customer information (Muhammad Yusuf & Soediantono, 2022).

Basically, supply chain management has three main objectives, namely cost reduction, capital reduction and service improvement (Anatan and Ellitan, 2008). The implementation of supply chain management is important for companies, along with the increasing business competition and the parallel position of suppliers and consumers as partners. Supply chain management is an integrated process-oriented approach to providing, producing, sending products and services to consumers. The scope of supply chain management includes all managerial processes, information and cash flow. In supply chain management, each company acts as both a supplier and a customer of a supply chain (Javid & Amini, 2023).

The process of fulfilling customer needs in the supply chain is a value-added chain that does not stop at one company, but includes all companies that are members of the supply chain. Success is not only determined by the performance of the company itself, but is determined by the performance of the entire chain (Yusril, 2017).

The concept of supply chain management shows the existence of a process of dependency between various companies involved in a business system. The more companies involved in the chain, the more complex the management strategy that is built, so that it will require management of information from each organizational partner. Thus, an integrated system is also needed that is responsible for collecting, processing, storing and disseminating information to each business partner (Lysion, 2022). Supply chain management activities require metrics (standards) to evaluate performance. This is necessary to determine the level of performance of the Hypemart Baubau branch supply chain so that improvements and performance enhancements

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can be formulated. These efforts can be made by optimizing supply chain management and risk management in the Hypemart supply chain so that effective and efficient upstream and downstream supply chain integration is created. The results of the performance assessment are then continued by formulating alternative strategies for continuous improvement (Kusrini & Miranda, 2021).

METHOD

This study uses a descriptive qualitative approach. This approach was chosen because it allows researchers to dig up in-depth information about the process and dynamics of implementing Customer Relationship Management (CRM) in improving operational responsiveness in the Hypermart Baubau Branch environment.

The location of the study was conducted at Hypermart Baubau Branch, located at Jalan Sultan Hasanuddin No. 58, Batulo, Wolio, Baubau City. The selection of this location was based on accessibility considerations and the level of CRM implementation that had been running at the branch. The study was conducted for three months, namely from January to March 2025.

The subjects in this study consist of three main groups: (1) Hypermart management who have a strategic role in decision making related to CRM, (2) operational employees who are directly involved in the logistics and customer service processes, and (3) consumers who are the beneficiaries of CRM implementation.

The data sources used are divided into two, namely primary and secondary data. Primary data is obtained through in-depth interviews with key informants, field observations, and direct interaction with the service system. While secondary data is collected through internal company documentation, operational reports, and scientific literature related to CRM, supply chains, and company responsiveness.

The focus of the research covers three main aspects, namely (1) supply chain responsiveness in responding to market demand, (2) quality of service to customers, and (3) sustainable product availability. Data collection techniques are carried out through semi-structured interviews, direct observation of supply chain activities, and collection of supporting documentation from the company.

In the data analysis process, researchers carried out the stages of data reduction, data presentation, and drawing conclusions and verification. Data were analyzed thematically to identify patterns and relationships between CRM and increased responsiveness. The validity of the data was tested using triangulation techniques, both in terms of source, method, and time, to ensure consistency and validity of the findings.

RESULTS

A. Research result

The implementation of Customer Relationship Management (CRM) at Hypermart Baubau Branch has not been running optimally in supporting supply chain responsiveness. Consumers still often experience delays in the availability of goods, and do not receive clear information about the time of refill. Although employees said they had used the stock monitoring system and made reorders, spikes in demand were still difficult to anticipate. On the other hand, customer service has also not been consistent; some employees are less responsive or do not know product information. This shows that the integration of CRM with supply chain management has not been effective in improving operational responsiveness.

CRM implementation has not been effective in supporting a responsive supply chain. There are still unanticipated product shortages because the system has not been integrated with customer demand data. Consumers also complain about the lack of information regarding product availability, indicating that CRM communication is not running well. In addition, service between employees is inconsistent because CRM data has not been utilized to support targeted services. Operational systems and CRM are not yet fully connected, so decision making is still reactive.

Table I. SCM Measurement Framework Hypermart Baubau Branch

SCOR Process	Main Activities	Responsiveness Indicator	Data source	Measurement Method
Plan	Demand and supply planning	Response time to changes in requests	Planning report	Average time 1 month
Make	Procurement and stock replenishment	Speed of restocking goods	Logistics data	Average restock time (10 days)

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Deliver	Shipping from warehouse to store	Shipping time from warehouse to store shelf	Distribution report	Delivery time (10 days)
Source	Order to supplier	<i>Lead time for ordering materials/goods from suppliers</i>	Purchase data	Average lead time (7 days)
Return	Handling of returned goods rusak/expired	Speed of return handling	Return report	Return process time (10 minutes)

Source: SCOR Hypermart Baubau Report 2025

The measurement results based on the SCOR indicator show that Hypermart Baubau Branch has a fairly responsive SCM system, especially in the return and source process. Meanwhile, the plan, make, and deliver processes can still be further optimized with a more real-time system in order to respond to market dynamics faster.

The supply chain relationship management strategy implemented by Hypermart Baubau Branch has proven to be ineffective in increasing responsiveness to customer needs and market dynamics. Through the use of the CRM system, Hypermart is able to plan procurement of goods more accurately, accelerate distribution, and adjust promotional strategies to consumer shopping patterns. Inter-divisional coordination and partnerships with local suppliers also strengthen the company's ability to respond quickly to changes in demand. This responsiveness not only increases customer satisfaction but also encourages a consistent increase in the number of transactions.

With this approach, the relationship management strategy in the supply chain at Hypermart Baubau has been proven to support increasing the company's responsiveness to market dynamics and changing customer needs.

This study shows that Hypermart Baubau Branch actively integrates Customer Relationship Management (CRM) system in supply chain management to improve responsiveness to market demand. The results of interviews with the operational, logistics, and customer service divisions revealed that CRM is not only used to record customer data, but also as a basis for decision making in stock planning and distribution of goods. Service quality is strengthened through accelerated response to customer complaints, while product availability is maintained through inter-divisional coordination and cooperation with local suppliers.

B. Discussion

The implementation of Customer Relationship Management (CRM) in the context of the supply chain at Hypermart Baubau Branch is an important strategy in facing dynamic market challenges and increasing customer demands. Based on the research results, CRM is implemented through several approaches, such as utilizing customer data, coordinating with suppliers, and integrating information between logistics and operations. This approach is in line with the basic principles of CRM, namely building long-term, mutually beneficial relationships between the company and stakeholders in the supply chain.

From a logistics perspective, CRM implementation is seen in the form of reporting on delivery accuracy, rescheduling of goods distribution, and monitoring of stock in the warehouse. Through digital communication with suppliers, logistics can anticipate delays and make adjustments immediately. However, the main challenge faced is that not all suppliers are directly connected to an integrated CRM system. This lack of integration causes information to not always be real-time, which sometimes causes delays in logistics decision-making, especially when there is a sudden spike in demand.

On the operational side, CRM is used to analyze customer shopping patterns, product preferences, and the most frequent visiting times. This data is used to support replenishment strategies and product arrangement in the sales area. For example, products that are often purchased together or seasonal products will be prioritized in their arrangement and procurement. This shows that CRM helps improve efficiency in stock management and supports responsiveness in meeting customer demand. However, the CRM system used is still predictive with limited accuracy, not fully based on real-time data, so that during promotional periods or big days there are still often empty items.

Furthermore, from the customer's perspective, the existence of CRM is felt in the form of the availability of goods that suit their needs and promotions that are relevant to their shopping history. However, some customers have complained about the delay in product availability at certain moments such as big discounts or holidays. This shows that even though CRM already supports operations, responsiveness in responding to spikes in demand is still not optimal. This delay is most likely caused by limitations in the speed of information flowing from the front-end (cashiers and customer loyalty systems) to the back-end (warehouse and logistics).

Hypermart Baubau relies heavily on the availability of accurate and up-to-date data, but the ability of HR to manage and interpret CRM data, and the level of integration between information systems used in various parts of the supply chain.

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Without strong integration and adequate HR training, the CRM system will only be an administrative support tool, not a strategic driver in decision making.

The supply chain relationship management strategy implemented by Hypermart Baubau Branch is designed to increase the company's responsiveness to customer needs and market dynamics. This strategy focuses on integrating the Customer Relationship Management (CRM) system with the supply chain management process, so that all customer data related to shopping patterns, favorite products, and purchase times can be utilized to optimize the availability of goods and distribution efficiency.

Data obtained from the CRM system is processed to identify demand trends, which are then used by the logistics team to make adjustments to the ordering, procurement, and stock replenishment processes. In addition, Hypermart Baubau Branch also collaborates with local suppliers to minimize distribution waiting times and increase flexibility in procurement, especially during promotional moments or when demand spikes occur.

First, collaboration and coordination strategies with key suppliers are a top priority in maintaining the continuity of supply of goods. Hypermart establishes medium to long-term contract-based cooperation relationships with suppliers who are considered strategic. In this relationship, both parties share demand data, sales trends, and delivery schedules. The implementation of this data sharing system, although not yet fully automated and integrated, has helped accelerate the information cycle, so that suppliers can respond to restock needs more quickly. This increases the speed of goods flow and minimizes the risk of product shortages (stockouts), especially for fast-moving goods.

Second, the strategy of utilizing customer data analytically is also part of CRM-based relationship management. Customer data collected through loyalty cards, digital applications, and Point of Sales (POS) systems are used to identify purchasing patterns, product preferences, and market segmentation. This information is not only used for more targeted promotional planning, but also as a basis for determining the volume of purchases from suppliers and the re-arrangement (replenishment) of goods on the shelves. With this strategy, Hypermart seeks to create a faster response to changes in customer preferences and prevent the accumulation of unsold goods.

Third, from the internal operational side, Hypermart Baubau implements a cross-division integration strategy between the logistics, warehouse, and sales departments. This process is supported by a management information system that helps deliver daily sales data and stock conditions in real-time. This openness of information allows management to make quick decisions in adjusting procurement of goods or rearranging product display areas in stores. For example, when there is a spike in demand for basic products ahead of the holidays, the system automatically provides a warning to the logistics department to immediately adjust procurement and distribution.

Fourth, there is also a strategy of adapting to local market dynamics, namely by establishing relationships with local suppliers who are more flexible and can respond faster than national suppliers. This is a strength in the context of the Baubau branch, which is located in an archipelago with unique logistics challenges. By involving local partners, Hypermart can shorten lead times, reduce logistics costs, and adapt more quickly to changing customer needs in the area.

Overall, the supply chain relationship management strategies implemented by Hypermart Baubau Branch demonstrate an adaptive and collaborative approach. Although there are still obstacles, such as the limitations of the integration system and the need to increase HR capacity in data management, these efforts have contributed significantly to increasing responsiveness to customer needs and market changes. These strategies also reflect the importance of CRM as a bridge between market demand and strategic decisions at the supply chain level.

In short, the similarity of this study with previous studies lies in the emphasis on the importance of implementing Customer Relationship Management (CRM) in improving supply chain effectiveness and company responsiveness. All previous studies agree that CRM plays a role in overcoming coordination barriers, strengthening relationships between parties in the supply chain, increasing customer satisfaction, and maintaining company competitiveness, as also proven in this study in the context of Hypermart Baubau.

CONCLUSIONS

Based on the results of the research that has been conducted, it can be concluded that the implementation of Customer Relationship Management (CRM) in the supply chain at Hypermart Baubau Branch has a positive contribution to increasing the company's responsiveness, but it is still not running optimally. Although the CRM system is used to analyze transaction data and consumer trends, there are still obstacles such as late delivery of goods, lack of coordination between divisions, and ineffective customer demand tracking systems. This shows that the integration between the CRM system and supply chain management

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needs to be improved in order to respond to market dynamics more quickly and accurately. The use of data analytics technology and real-time supply chain monitoring dashboards is also needed to support more responsive and targeted decision making.

The strategy implemented by Hypermart Baubau Branch in managing supply chain relationships is based on CRM data integration, cross-divisional coordination, and cooperation with suppliers. This strategy includes utilizing customer data to compile procurement planning, promotions based on shopping trends, and adjusting product layouts to suit local market preferences. Although this strategy shows increased responsiveness and distribution efficiency, its implementation is not yet fully consistent because there are still obstacles in inter-divisional communication and distribution delays. This indicates that the supply chain-based CRM strategy has great potential, but requires systemic improvements to achieve optimal performance.

Some suggestions for the Baubau branch of Hypermart Company are that the Baubau branch of Hypermart improve the effectiveness of the implementation of CRM integrated with the supply chain by strengthening the integrated information system, increasing HR capacity, strategic collaboration with suppliers, adaptive responses to market dynamics, and periodic evaluation of system performance.

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