The Impact of CRM Digital Technology on Firm Performance: The Mediating Roles of Marketing Planning and Implementation Capabilities in the Tourism Industry, Thailand

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บทคัดย่อ

การวิจัยนี้มีวัตถุประสงค์เพื่อศึกษาและวิเคราะห์ผลกระทบของเทคโนโลยีดิจิทัลการจัดการลูกค้าสัมพันธ์ (CRM) ต่อ ผลการดำเนินงานขององค์กรในภาคการท่องเที่ยว โดยเน้นบทบาทของตัวแปรส่งผ่านสองประเภท ได้แก่ ความสามารถในการ วางแผนการตลาด (MPC) และความสามารถในการดำเนินการตลาด (MIC) ใช้ทฤษฎีทรัพยากรฐาน (Resource-Based Theory) เป็นกรอบในการทดสอบความสัมพันธ์นี้ การศึกษานี้ใช้วิธีการสุ่มตัวอย่างแบบชั้น โดยเก็บข้อมูลจากผู้ตอบแบบสอบถาม 302 ราย จากบริษัทท่องเที่ยวที่ได้รับใบอนุญาตในประเทศไทย ผลการวิจัยพบว่าเทคโนโลยีดิจิทัลการจัดการลูกค้าสัมพันธ์ (CRM) สามารถ ปรับปรุงผลการดำเนินงานขององค์กรในหลายมิติ เช่น ผลลัพธ์ทางการเงิน การมีส่วนร่วมของลูกค้า การพัฒนาภายในองค์กร และ การเรียนรู้ในด้านการท่องเที่ยว โดย ความสามารถในการวางแผนการตลาด มีบทบาทสำคัญในการพัฒนาภายในองค์กร และ ความสามารถในการดำเนินการตลาด เป็นตัวแปรส่งผ่านที่สำคัญระหว่างเทคโนโลยีดิจิทัลการจัดการลูกค้าสัมพันธ์ (CRM)และ ผลการดำเนินงานขององค์กร นอกจากนี้ การนำเทคโนโลยี CRM มาใช้ในธุรกิจการท่องเที่ยวสามารถช่วยให้องค์กรเข้าใจความ ต้องการของลูกค้าได้อย่างลึกซึ้งมากขึ้น ซึ่งจะส่งผลให้เกิดการสร้างความพึงพอใจแก่ลูกค้าและเพิ่มความจงรักภักดีในระยะยาว ทั้งยังช่วยเพิ่มประสิทธิภาพในการวางแผนและการดำเนินกลยุทธ์ทางการตลาด ทำให้องค์กรสามารถตอบสนองต่อการเปลี่ยนแปลง ของตลาดได้อย่างรวดเร็วและมีประสิทธิภาพ ดังนั้น ผู้จัดการในภาคการท่องเที่ยวควรให้ความสำคัญกับการนำเทคโนโลยีดิจิทัล การจัดการลูกค้าสัมพันธ์ (CRM) มาใช้ และพัฒนาความสามารถด้านการวางแผนและดำเนินการตลาด เพื่อให้เกิดประโยชน์สูงสุด ในการเสริมสร้างประสิทธิภาพขององค์กร และการปรับใช้กลยุทธ์ CRM อย่างเหมาะสม

คำสำคัญ : การจัดการลูกค้าสัมพันธ์ เทคโนโลยีดิจิทัล ความสามารถในการวางแผนการตลาด ความสามารถในการดำเนินการตลาด
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Abstract

This study examines the impact of Customer Relationship Management (CRM) digital technology on firm performance within the tourism sector, with a particular focus on the mediating roles of marketing planning capability (MPC) and marketing implementation capability (MIC). Grounded in the Resource-Based View (RBV) theory, the research investigates how CRM systems enhance financial outcomes, customer engagement, internal development, and tourism learning. Utilizing a stratified random sampling technique, data were collected from 302 respondents across licensed tourism companies in Thailand. The findings reveal that CRM digital technology improves organizational performance across multiple dimensions, such as financial outcomes, customer engagement, internal development, and tourism learning. Marketing Planning Capability plays a significant role in internal development, while Marketing Implementation Capability is a key mediator between CRM technology and organizational performance. Additionally, implementing CRM technology in tourism businesses helps organizations better understand customer needs, leading to increased customer satisfaction and long-term loyalty. It also enhances the efficiency of planning and executing marketing strategies, enabling organizations to respond quickly and effectively to market changes. Therefore, tourism managers should prioritize the adoption of CRM digital technology and the development of marketing planning and implementation capabilities to maximize organizational performance and optimize CRM strategies.technology adoption.

Keywords : Customer Relationship Management, Digital Technology, Marketing Planning Capability, Marketing Implementation Capability, Resource-Based View (RBV), Firm Performance

1. Introduction

In today's dynamic business environment, the tourism industry faces increasing challenges in managing customer relationships effectively. The integration of Customer Relationship Management (CRM) digital technology has emerged as a pivotal tool for enhancing organizational performance. CRM digital technology encompasses an array of software systems, tools, and platforms designed to manage and refine customer interactions, thereby facilitating better customer understanding and engagement. The transformative impact of CRM systems on firm performance is well-documented, particularly in terms of strengthening marketing capabilities and achieving superior financial outcomes (Foltean et al., 2019).

CRM digital technology's role extends beyond traditional customer service functions to include comprehensive data analytics, predictive modeling, and personalized marketing initiatives. These capabilities enable businesses to leverage customer data for strategic decision-making, enhancing operational efficiency and fostering innovation. The integration of CRM with other digital technologies, such as big data analytics, further amplifies its potential, allowing firms to process large volumes of data and identify actionable insights (Kitchens et al., 2018). Crucially, the strategic deployment of CRM digital technology significantly impacts Marketing Planning Capability (MPC) and Marketing Implementation Capability (MIC), two essential mediators that translate the potential of CRM into tangible firm performance outcomes (Hamdan et al., 2021). While MPC facilitates the creation of targeted and effective marketing strategies, MIC ensures the seamless execution of these strategies, thereby driving firm performance across various dimensions, including financial outcomes, customer satisfaction, and internal development. The synergy

between CRM, MPC, and MIC creates a robust framework that empowers organizations to not only plan but also implement marketing strategies that align with market demands and customer expectations (Butt, 2020; Adama et al., 2024).

The Resource-Based View (RBV) theory provides a theoretical foundation for understanding the strategic value of CRM digital technology. According to RBV, valuable, rare, inimitable, and non-substitutable resources and capabilities are essential for achieving and sustaining competitive advantage (Al-Duwailah et al., 2015). CRM systems, with their ability to integrate and analyze customer data across various touchpoints, exemplify such valuable resources, driving enhanced firm performance across multiple dimensions. When integrated with Marketing Planning and Implementation Capabilities, CRM digital technology becomes a more powerful resource that can be effectively leveraged to create and sustain competitive advantages in the tourism industry (Ijomah, 2024). MPC enables firms to strategically plan their marketing activities by utilizing data-driven insights from CRM systems, while MIC ensures that these plans are executed with precision and agility, leading to improved firm performance (Oladimeji & Owoade, 2024).

In the context of the tourism sector, the strategic deployment of technology in marketing stands out as a pivotal factor for success. It enables tour companies to make well-informed decisions based on accurate insights gathered from their clientele (Iliadi, 2023). CRM digital technology emerges as a critical tool in this landscape, designed to bolster an organization's ability to sustain lucrative customer relations. It does so by promoting the integration and sharing of pertinent information, facilitating smooth interactions between the company and its clients, allowing for the effective analysis of customer data, and enabling the personalization and customization of services (Pech & Vrchota, 2022). Moreover, the dual impact of CRM on MPC and MIC underscores its importance not just in customer relationship management but in driving overall firm performance. By enhancing marketing planning and implementation capabilities, CRM enables tourism companies to effectively respond to market fluctuations, optimize their resource allocation, and achieve superior performance outcomes in a highly competitive industry (Denga, Vajjhala & Rakshit, 2022).

Despite the acknowledged link between CRM digital technology an firm performance, there remains a significant gap in empirical research exploring this relationship within the nuances of tour company performance. This gap underscores the ongoing need for research within the hospitality and tourism sectors, encouraging scholars to explore and contribute to theoretical advancements in these fields (Khan, 2019; McCartney & Kwok, 2023).

The necessity for further investigation is also fueled by inconsistent findings in previous studies regarding the impact of CRM digital technology on firm performance. While some studies report a positive correlation, suggesting that CRM digital technology significantly enhances firm performance (Guerola-Navarro et al., 2021), others find no significant relationship (Rajput et al., 2018). Some research even suggests that CRM digital technology's effect on firm performance is indirectly significant through firm factors (Foltean et al., 2019). These divergent results highlight a broader issue: a lack of understanding of the mechanisms linking CRM with firm performance, prompting calls for more focused mediation research (Chen et al., 2020).

In an effort to address these research calls, Nuseir and Refae (2022) investigated the mediating effect of marketing capabilities on the relationship between CRM digital technology and firm performance. Their findings suggest that marketing capabilities, such as planning and implementation, significantly mediate this relationship. However, the study did not differentiate between the impacts of these two types of marketing capabilities, nor did it assess the influence of CRM digital technology across different dimensions of firm performance (e.g., financial

performance, customer performance, internal development performance, and tourism learning performance).The need for more research is particularly pressing in the context of developing countries in Asia, where studies examining the impact of information technology on organizational performance are scarce. Thailand's tourism industry, for instance, has experienced steady growth, marked by increased tourist expenditure and arrivals. Yet, challenges such as fluctuating tourism occupancy rates and the underutilization of information technology suggest a need for strategic interventions to enhance market competitiveness and performance (Dalir, 2024). In light of these considerations, exploring how CRM digital technology can serve as a competitive advantage to attract and retain customers is crucial for the sustained success of tour companies in Thailand (Ngo et al., 2018).

Consequently, this study explores the relationship between CRM digital technology and firm performance within the tourism sector, focusing on the mediating roles of marketing planning capability (MPC) and marketing implementation capability (MIC). While previous research has highlighted the strategic importance of CRM systems, there is a need to examine how these systems specifically influence marketing capabilities and, in turn, overall firm performance. This study aims to fill this gap by providing empirical evidence on the direct and indirect effects of CRM digital technology on financial outcomes, customer engagement, internal development, and tourism learning. The primary objectives of this research are to:

1. Investigate the direct impact of CRM digital technology on various dimensions of firm performance.

2. Examine the mediating role of marketing planning capability in the relationship between CRM digital technology and firm performance.

3. Assess the mediating role of marketing implementation capability in the relationship between CRM digital technology and firm performance.

By addressing these objectives, this study contributes to the existing literature by providing a comprehensive understanding of how CRM digital technology enhances firm performance through improved marketing capabilities. The findings offer valuable insights for managers and practitioners in the tourism sector, highlighting the strategic importance of CRM systems and the need for continuous investment in technological advancements to maintain competitive advantage and drive organizational success.

2. Literature Review and Research Hypothesis

2.1 Customer Relationship Management (CRM) Digital Technology

Within the sphere of modern business strategy, the criticality of Customer Relationship Management (CRM) digital technology, which encompasses an array of software systems, tools, and platforms, has been unanimously recognized for its role in managing and refining customer interactions. The extensive body of research collectively showcases CRM's transformative impact on enhancing a firm's performance, particularly by fortifying marketing capabilities. CRM digital technology was operationalized based on measurement scales established by Sin et al. (2005) and Garrido-Moreno and Padilla-Melendez (2020), which highlight key aspects of CRM implementation in organizations. These include the implementation of appropriate hardware to serve customers, ensuring that personal information about each customer is accessible at all contact points, consolidating all acquired customer information into a comprehensive, centralized, and up-to-date database, integrating the company's information systems across

various functional areas, and utilizing the right software to cater to customer needs. These operational aspects are crucial for the effective deployment of CRM systems, enabling firms to manage customer relationships more efficiently and enhance their overall performance.

CRM is a powerful driver in boosting operational efficiency and improving customer service, with its capabilities in stock management being especially noteworthy. These systems provide businesses with analytical tools to manage inventory more effectively and to personalize marketing initiatives, leading to favorable financial results (Popovic et al., 2018). The potential of CRM to seamlessly integrate with Enterprise Resource Planning (ERP) systems underscores its capacity to optimize data organization and customer engagement. This synergy is a testament to CRM's integral role in digital technology, strengthening marketing planning capabilities, and thus, augmenting firm performance (Wang & Kim, 2017). Adapting to global market changes, CRM digital technologies prove indispensable for managing customer data and analyzing interactions, laying the groundwork for solid client relationships essential to a firm's marketing implementation capabilities (Hussain et al., 2023). CRM's predictive analytics, extending into crowd management, demonstrate its utility beyond traditional marketing scopes. By utilizing customer data to inform decisions on service and safety, CRM significantly contributes to enhancing the customer aspect of a firm's performance (Taleb, Salahat & Ali, 2020).

As customer service continues to evolve, the advent of chatbots has marked a pivotal development. These chatbots, integral to CRM digital technology, automate and personalize customer interactions, significantly influencing both marketing planning and implementation, and affecting internal development and customer satisfaction (Skuridin and Wynn, 2024). In the realm of financial services, CRM plays a crucial role in elevating the quality of customer data. The provision of precise and current data by CRM systems is instrumental for informed decision-making and risk management, impacting the financial performance of firms (Herlina et al., 2024). The effectiveness of CRM systems within influencer marketing is particularly evident as they dissect customer data to refine marketing strategies, in line with CRM's aim to deliver actionable insights that shape customer purchase intentions and improve financial and customer dimensions of firm performance (Bilal et al., 2024). In the era of the Industrial Revolution 4.0, CRM systems' advanced functionalities, particularly in Big Data analytics, play a pivotal role in shaping marketing decisions. Such capabilities are indispensable for comprehending customer behaviors and thereby enhancing marketing planning and implementation, directly bearing on firm performance (Efendi and Sitorus, 2024). Furthermore, CRM's incorporation into IT service management, particularly through ITIL V3 principles, illustrates its broad applicability. CRM digital technology is intricately interwoven with the wider context of IT services, bolstering internal development and customer service (Mutikno et al., 2024).

Thus, CRM digital technology is recognized as a cornerstone of business success, profoundly influencing various facets of firm performance through its augmentation of marketing planning and implementation capabilities. The research solidifies the connection between the advancement of CRM digital technologies and the enhancement of firm performance across financial, customer, internal development, and learning dimensions, solidifying CRM's essential status in the arsenal of a contemporary firm.

2.2 Customer Relationship Management (CRM) Digital Technology and Marketing Planning Capability

The strategic significance of Customer Relationship Management (CRM) digital technology in enhancing marketing planning capability has been extensively explored within academic circles, highlighting its role in fostering innovative business processes. A synthesis of empirical research underscores a positive association between the deployment of CRM systems and the strengthening of an organization's marketing planning functions. A notable study from 2017 by Valmohammadi demonstrates the beneficial impact of CRM on firms' innovation capabilities. It is revealed that CRM systems, far beyond mere repositories of customer information, serve as strategic instruments capable of anticipating customer preferences, thereby facilitating product innovation and strategy enhancement. This utilization of CRM for deriving insights significantly aids in forecasting and production planning, emphasizing CRM's essential role in marketing strategy formulation. Further exploration into CRM's strategic functionalities by Buttle and Barbosa in 2024 delves into how CRM's integration across various business domains augments an organization's ability to implement effective marketing strategies.

This holistic approach reinforces CRM's critical function in synchronizing marketing efforts, thus improving the planning and execution of marketing initiatives. The interaction between CRM and social media marketing, as examined by Wang and Kim in 2017, offers insights into how social media engagement enhances CRM capabilities. Their findings suggest a direct correlation between social CRM capabilities and firm performance, underscoring the necessity of integrating social media within CRM frameworks for modern marketing planning. In 2021, Castillo and colleagues investigate the transformative potential of social CRM as a firm-level capability. The integration of social media technology with CRM systems is acknowledged to significantly bolster marketing, information systems, and strategic management, contributing positively to marketing planning capabilities. Ullah, Iqbal and Sham's 2020 study on the direct effects of CRM technology usage on marketing effectiveness uncovers a positive link between CRM application and enhanced marketing capabilities, especially in planning. This research positions CRM technology as a pivotal element in strategic marketing planning, highlighting its role as a facilitator for marketing success.

2.3 Customer Relationship Management (CRM) Digital Technology and Marketing Implementation Capability

Marketing Implementation Capability encapsulates an organization's adeptness at putting marketing strategies into practice, turning conceptual plans into actionable outcomes. This multifaceted skill set involves effectively leveraging marketing knowledge and resources, managing the marketing mix, and nimbly responding to the ever-shifting market landscape. It is characterized by robust project management, strategic resource allocation, and the optimization of marketing processes, which cover the spectrum of promotional activities, distribution channels, pricing strategies, and product management. Firms with high marketing implementation capability can not only realize their marketing strategies but also surmount operational hurdles to meet their marketing objectives successfully.

The synergetic relationship between Customer Relationship Management (CRM) digital technology and marketing implementation capability has been illuminated by several research findings, affirming that CRM digital technology serves as a linchpin in the execution of marketing strategies. This is evidenced by studies Davis (2023), who, in their examination of the hotel industry, deduced that CRM digital technologies are instrumental in fostering the capabilities necessary for both the planning and execution phases of marketing, ultimately culminating in elevated organizational performance. Complementing this perspective, Guerola-Navarro and colleagues (2021) discerned

CRM's beneficial impact on innovation within firms, which inherently includes marketing implementation. Their research underlined CRM's utility in pre-empting customer needs—a critical factor for the successful execution of marketing initiatives. Similarly, the 2022 study by Nuseir and Refae echoes the sentiment that digital marketing capabilities, buttressed by CRM, significantly contribute to business performance enhancement. CRM's role is further magnified as a mediator, facilitating the execution of marketing plans through better customer engagement facilitated by advanced technology. In the vein of integrating new technologies, Foltean, Trif, and Tuleu (2019) presented evidence linking the effective incorporation of new CRM technologies with bolstered marketing capabilities, within the scope of marketing information systems and strategic management, highlighting the indispensability of CRM in the fruitful execution of marketing endeavors.

Further articulating this connection, Migdadi (2020) elaborates on the positive interplay between CRM implementation and marketing capabilities. The research contends that CRM's effectiveness in problem-solving and technology-oriented execution markedly advances an organization's capacity for marketing execution. The interdependent dynamics of CRM dimensions and marketing capabilities have also been explored in the context of the hotel industry by Payne and Frow (2016), who propose a framework illustrating the supportive role of information technology in CRM strategy implementation, which is critical for effective marketing deployment.

Consolidating these insights, it is evident that CRM digital technology is a fundamental enabler in the enhancement of marketing implementation capability, significantly influencing the performance of organizations across diverse sectors. By facilitating a deeper understanding of customer behavior and preferences, CRM systems provide organizations with the strategic underpinning necessary for the meticulous execution of marketing plans, ensuring both efficiency and adaptability in the ever-evolving business landscape.

2.4 Impact of CRM Digital Technology on Firm Performance

Customer Relationship Management (CRM) digital technology reveal a consistently positive correlation with firm performance across multiple dimensions. In the financial sphere, Haislip and Richardson (2017) study showcases the substantial impact of CRM systems on the operational efficiency and financial outcomes of firms. These systems are lauded for their role in augmenting a firm's operational efficacy, which directly translates into improved financial metrics.

On the customer front, Foltean, Trif, and Tuleu (2019) discovered that CRM capabilities play a crucial mediating role, linking social media technology to firm performance. This pivotal role of CRM in aligning marketing information systems and strategy-technology highlights its significance in boosting customer performance by enhancing engagement and satisfaction. When considering internal development, research by Ali and colleagues (2019) posits that CRM capabilities are instrumental in advancing organizational performance. These capabilities enhance marketing performance and facilitate the seamless integration of technology into business processes, thereby propelling internal development initiatives.Within the context of tourism, although less directly addressed, Guerola-Navarro, Oltra-Badenes, and their co-researchers in 2021 have hinted at the potential of CRM technologies to drive learning and innovation. Their discussions suggest that CRM systems may serve as catalysts for development and learning in the tourism sector, a vital component of continual progress and competitive positioning in the industry.

Collectively, these studies underline the vital role of CRM digital technology in not just bolstering firm performance across financial, customer, and internal operational domains but also as a significant contributor to learning and innovation, especially in service-oriented sectors like tourism. This suite of technologies emerges as an essential asset for businesses, driving competitive advantage and fostering an environment conducive to ongoing improvement and market adaptability.

2.5 Marketing Planning Capability: Boosting Firm Performance

The intricate relationship between marketing planning capability and firm performance has been scrutinized through various lenses, including financial results, customer satisfaction, organizational growth, and educational advances within the tourism industry. Wang and Kim's investigation in 2017 into social media marketing unveils the crucial influence of social CRM capabilities on financial performance, emphasizing that engaging customers through sophisticated CRM systems can lead to improved financial metrics by cultivating stronger customer relationships. Similarly, Foltean, Trif, and Tuleu (2019) highlight CRM's role in bridging social media technology and firm performance, pinpointing CRM's efficacy in aligning marketing strategies with technological advancements to boost customer satisfaction and engagement.

On the internal development front study by Akter, Wamba, Gunasekaran, Dubey, and Childe (2016) illuminates the significance of big data analytics and strategic alignment in fortifying firm performance. This underscores the notion that strategic marketing planning, when backed by analytical insights, propels organizational growth and development.

Moreover, the exploration by Guerola-Navarro (2021) into the realms of CRM and innovation within the tourism sector suggests that CRM technologies not only facilitate operational improvements but also enable learning and innovation. This points to the potential of marketing planning capabilities to transcend traditional boundaries and contribute to the broader objectives of firm performance, particularly in enhancing competitive advantage and market adaptability through continuous learning and innovation in service-oriented sectors.Collectively, these studies affirm that the sophisticated integration of CRM and big data analytics into marketing planning processes plays a pivotal role in steering firms towards achieving higher customer engagement, financial growth, internal development, and innovation. This comprehensive approach to marketing planning, leveraging digital advancements, stands as a cornerstone for firms aiming to navigate the competitive landscape successfully and adapt to evolving market demands.

2.6 Marketing Implementation Capability and Firm Performance

The pivotal role of marketing implementation capability in driving firm performance across several key dimensions, including financial outcomes, customer satisfaction, internal growth, and advancements in tourism learning. Specifically, a study by Yasmin et al. (2020) highlights the instrumental role of big data analytics in fostering financial performance, revealing the critical impact of data-driven strategies on economic success. Concurrently, research by Foltean, Trif, and Tuleu (2019) points to the significant influence of CRM capabilities, heightened by marketing implementation efforts, on customer engagement and satisfaction, thereby directly contributing to customer-centric performance metrics. Delving into the realm of internal development, Kristoffersen, Mikalef, Blomsma, and Li (2021) underscore the transformative effects of business analytics on organizational capabilities and performance, emphasizing analytics' role in streamlining decision-making and optimizing business processes.

Moreover, in exploring the tourism sector, the work of Guerola-Navarro, Oltra-Badenes, and their colleagues (2021) suggests that marketing implementation, facilitated by CRM and innovation, is instrumental in driving learning and development within the industry. Collectively, these insights affirm that adept marketing implementation, supported by digital technologies like CRM and big data analytics, is essential for firms seeking to elevate customer engagement, achieve financial growth, spur internal development, and foster innovation and learning, especially within service-oriented domains such as tourism.

2.7 CRM Digital Technology and Marketing Capabilities

It is widely acknowledged that CRM digital marketing can significantly enhance marketing capabilities, thereby improving organizational performance (Liu, 2022). In essence, CRM digital marketing serves as a precursor to the development of marketing capabilities within an firm business. Marketing capability is an integrated process designed to leverage skills, resources, and corporate knowledge, enabling businesses to better meet customer needs by adding value to their products and services (Chinakidzwa & Phiri, 2020).

Moreover, the successful implementation of CRM digital marketing requires a cross-functional integration of processes, people, operations, and organizational capabilities (Chatterjee et al., 2023). Herhausen et al. (2020) also asserted that the success of CRM digital marketing activities depends on their alignment with the firm's existing capabilities. In line with this, Nuseir and Refae (2022) discovered that marketing capabilities mediate the relationship between CRM digital technology and firm performance.

In summary, CRM digital technology enables organizations to gain a deeper understanding of their customers, which is crucial for planning and successfully implementing marketing strategies. Therefore, this study hypothesizes that CRM digital technology indirectly influences firm performance by enhancing the efficiency of marketing capabilities, both in planning and implementation. In other words, CRM digital marketing positively impacts a firm's marketing capabilities, leading to superior overall organizational performance.

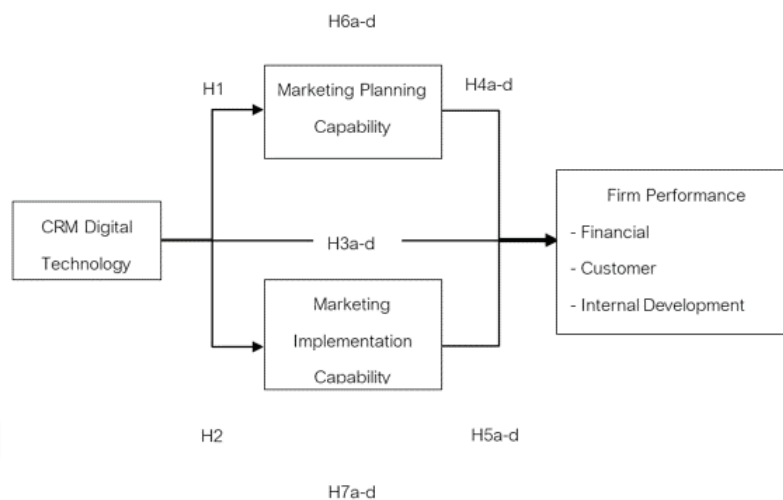### 2.8 Conceptual Framework and Research Hypothesis

Figure1 Conceptual Framework

The study is grounded in the Resource-Based View (RBV) theory, which asserts that an organization with valuable resources and capabilities can successfully implement business strategies to gain a competitive edge and achieve firm performance success. Figure 1 illustrates the conceptual framework. The research explores the connection

between CRM digital technology and the performance of tourism companies, along with the mediating role of planning and implementation, specifically focusing on marketing capabilities. According to the RBV theory, CRM Digital Technology is considered a valuable and rare resource that, when effectively leveraged, can lead to sustained competitive advantage. This resource is strategically utilized through Marketing Planning Capability (MPC) and Marketing Implementation Capability (MIC), which are the critical organizational capabilities that transform CRM technology into actionable business outcomes (Haverila & Haverila, 2024). The RBV theory posits that these capabilities—MPC and MIC—serve as mediators in the relationship between CRM Digital Technology and Firm Performance (Alshanfari & Jantan, 2022). By enhancing MPC, firms can better strategize their marketing efforts (H1), leading to improved financial outcomes, customer satisfaction, internal development, and tourism learning (H4a-d). Similarly, MIC enables firms to execute these strategies effectively (H2), thereby further enhancing firm performance across the same dimensions (H5a-d). In essence, RBV theory suggests that it is not just the possession of CRM technology but the strategic application of this resource through robust marketing capabilities that drives superior firm performance (H3a-d). Based on the provided review, a potential hypothesis could be formulated as follows:

H1: The deployment of Customer Relationship Management (CRM) digital technology is positively associated with the enhancement of marketing planning capabilities.

H2: The integration of Customer Relationship Management (CRM) digital technology within organizations is positively associated with an enhancement in marketing implementation capability.

H3a-d: The utilization of CRM digital technology is positively correlated with improved firm performance, such that its implementation enhances operational efficiency and (a) financial outcomes, (b) strengthens customer engagement and satisfaction,(c) advances internal organizational development, and (d) contributes to learning and innovation within the tourism industry.

H4a-d: Marketing planning capabilities are positively correlated with enhanced firm performance. This relationship manifests in improved (a) financial outcomes, (b) increased customer satisfaction and engagement, accelerated (c) internal organizational development, and (d) fostered tourism learning, particularly within the tourism sector.

H5a-d: Marketing implementation capability is positively correlated with improved firm performance. This relationship manifests through elevated (a) financial outcomes, (b) increased customer satisfaction, (c) enhanced internal organizational growth, and (d) accelerated advancements in tourism learning.

H6a-d: Marketing planning capability mediates the relationship between CRM digital technologies and (a) financial , (b) customer (c) internal development, and (d) tourism learning

H7a-d: Marketing implementation capability mediates the relationship between CRM digital technologies and (a) financial , (b) customer (c) internal development, and (d) tourism learning

3. Research Methodology

3.1 Population and Sample

To test the hypotheses of this study, a standardized questionnaire was utilized as the primary instrument for data collection. Participants were selected using a stratified random sampling technique from a larger population of 13,106 licensed tourism companies in Thailand (Department of Tourism, 2024) to provide a focused perspective on

the research questions. Questionnaires were distributed to general managers or senior managers, as they are considered the most knowledgeable about the operations of tourism companies (Garrido-Moreno & Padilla-Meléndez, 2020; Daghfous & Barkhi, 2021). Each questionnaire was accompanied by a personalized cover letter and a prepaid return envelope, outlining the purpose of the study and assuring the confidentiality of the respondents. To enhance the response rate, a letter urging managers to complete the questionnaires was included. The distribution occurred in January 2024, and by March 2024, 334 responses had been collected. After excluding invalid samples due to missing data and anomalous responses, 302 valid samples remained. The final response rate was 27.1%, reflecting the proportion of usable responses received.

3.2 Measurement of Variables

In this research, CRM digital technology was operationalized based on measurement scales established by Sin et al. (2005) and Garrido-Moreno and Padilla-Melendez (2020). The evaluation of marketing capabilities, encompassing both planning and implementation, utilized items derived from Morgan et al. (2003) and Vorhies & Morgan (2005). Firm performance was assessed using the instrument applied by Wu and Lu (2012). Each item was rated on a five-point Likert scale, with responses ranging from 1 ("Strongly disagree") to 5 ("Strongly agree").

3.3 Validity and Reliability of the Data Collection Tool

In this study, as presented in Table 1, the Cronbach's alpha values range from 0.78 to 0.92, which is well above the generally recommended threshold of 0.70 (Hair et al., 2010). These results indicate that the scale possesses good reliability. Additionally, the study assessed the scale's construct validity. The factor loading values for each variable exceed 0.7, demonstrating strong convergent validity. Furthermore, exploratory factor analysis (EFA) was conducted to evaluate construct validity (Sekaran & Bougie, 2010). Based on these findings, the research concludes that the scale's construct validity is satisfactory.

Table 1 Results of measure validation

Items	Factor Loadings	Cronbach Alpha	EFA
CRM digital technology (CDT)		0.82	2.43
The company implement the appropriate hardware to serve its customers.	0.88		
Personal information about each customer is accessible at all contact points.	0.79		
The company is capable of consolidating all acquired customer information into a comprehensive, centralized, and up-to-date database.	0.81		
The company's information systems are integrated across various functional areas.	0.88		
The company utilizes the right software to cater to its customers.	0.76		

Table 1 Results of measure validation (continued)

Items	Factor Loadings	Cronbach Alpha	EFA
Marketing Planning Capability (MPC)		0.88	3.54
The company develops innovative marketing strategies.	0.81		
The company segments and targets the market effectively.	0.88		
The company follows a thorough marketing planning process.	0.89		
The company sets clear marketing goals.	0.78		
The company has superior marketing planning skills.	0.92		
Marketing Implementation Capability (MIC)		0.78	2.76
The company effectively translates marketing strategies into actionable steps.	0.81		
The company delivers marketing programs efficiently.	0.80		
The company allocates marketing resources effectively to implement strategies.	0.77		
The company executes marketing strategies swiftly.	0.76		
The company monitors the performance of marketing strategies.	0.85		
Firm Performance: Financial (FIN)		0.84	3.04
The total cost of company has decreased.	0.81		
The net profit margin of company has increased.	0.79		
The return on assets of company has increased.	0.88		
The unexpected losses in company have reduced.	0.74		
Firm Performance: Customer (CUS)		0.78	2.66
The rate of sales growth has risen.	0.76		
The needs of various customer segments have been satisfied.	0.79		
Customer repeat purchases have increased.	0.92		
Customer satisfaction has improved.	0.84		
Firm Performance: Internal development (IND)		0.81	2.89
The market share of the company has increased.	0.88		
The ability to identify target customers has enhanced.	0.82		
Customer complaints have decreased.	0.83		
The ability to retain existing customers has improved.	0.79		
The operating efficiency of the company has improved.	0.80		

Table 1 Results of measure validation (continued)

Items	Factor Loadings	Cronbach Alpha	EFA
Firm Performance: Tourism learning (TOL)		0.92	1.65
Employees' problem-solving abilities have improved.	0.90		
The quality of employees' service has enhanced.	0.88		
Employees' intention to learn has increased.	0.74		
The corporate culture has been effectively promoted.	0.77		

3.4 Statistical Techniques for Hypotheses Testing

The research model (Figure 1) in this study is represented as a path model, which could be estimated using Structural Equation Modelling (SEM) to test the hypotheses. However, due to the sample size issue, multiple regression analysis was employed instead. The survey questionnaire included 32 attributes, necessitating a minimum sample size of at least 320 for SEM requirements. With only 302 responses received, the sample size falls short of the statistical power criteria recommended for SEM by Kline (2011) and Stevens (2002). According to Field (2009), a minimum sample size of 100 is adequate for regression analysis with six or fewer predictors. Consequently, simple regression analysis was utilized in this study to examine the direct hypotheses. This method tests the relationship between a single dependent variable and a single independent variable (Hair et al., 2010; Field, 2009). Additionally, hierarchical regression was employed to investigate the mediating effect of marketing capabilities on the relationship between CRM digital technology and various dimensions of firm performance. The standardized coefficient beta (β) and R2 are used to interpret the regression results, determining whether the hypotheses are supported and if the predictor variable significantly predicts the outcome variable, given a p-value of less than 0.05. Table 3 presents the regression results of the relationships between CRM digital technology, marketing capabilities (planning and implementation), and the four dimensions of firm performance of tourism company.

4. Study Results and Discussion

Table 2 presents the descriptive statistics and correlation matrix for all variables. A multicollinearity issue may arise when the inter-correlation among predictor variables exceeds 0.80, indicating a strong relationship (Hair et al., 2010a). The correlations for predictor variables in relation to the outcome variable range from 0.608 to 0.789 at the $p < 0.01$ level, suggesting that these predictor variables in the conceptual model can significantly impact the outcome variable. However, since the correlations between the predictor variables themselves also range from 0.607 to 0.789 at the $p < 0.01$ level, it indicates that the potential relationships among the variables in the conceptual model can be tested. Therefore, no significant multicollinearity issues were encountered in this study.

Table 2 Descriptive statistics and correlation matrix

Variables	CDT	MPC	MIC	FIN	CUS	IND	TOL
Mean	4.03	4.60	4.16	4.14	3.07	3.63	3.22
s.d.	0.91	0.45	0.85	0.84	0.95	0.98	1.68
CDT	1						
MPC	.680**	1					
MIC	.637**	.676**	1				
FIN	.725**	.789**	.711**	1			
CUS	.661**	.675**	.674**	.682**	1		
IND	.608**	.698**	.627**	.719**	.618**	1	
TOL	.654**	.627**	.654**	.689**	.614**	.696**	1

**p<.01 (two-tailed tests), n=302.

Table 3 Results of multiple regression analysis and hypotheses testing[a]

Independent Variables	Dependent Variables					
	MPC	MIC	FIN	CUS	IND	TOL
CDT	0.233**(H1)	0.213**(H2)	0.149**(H3a)	0.393**(H3b)	0.277**(H3c)	0.333**(H3d)
R^2	0.15	0.18	0.20	0.14	0.17	0.09
F	26.83	24.48	31.73	21.85	36.82	34.44
MPC			0.566**(H4a)	0.347**(H4b)	0.365**(H4c)	0.422**(H4d)
R^2	0.31	0.36	0.41	0.33	0.35	0.44
F	68.44	78.35	68.23	77.56	63.89	75.93
MIC			0.588**(H5a)	0.548**(H5b)	0.644**(H5c)	0.612**(H5d)
R^2	0.35	0.41	0.37	0.38	0.31	0.35
F	66.89	78.95	94.66	96.78	84.36	66.99
N			302			

**p<.01 (two-tailed tests)

The results of the multiple regression analysis and hypothesis testing, summarized in Table 3, illustrate the relationships between CRM Digital Technology (CDT) and various dependent variables, mediated by Marketing Planning Capability (MPC) and Marketing Implementation Capability (MIC). The key findings indicate that CDT significantly enhances both MPC (β = 0.233, p < 0.01) and MIC (β = 0.213, p < 0.01), supporting H1 and H2. This demonstrates that the deployment of CRM technology positively impacts the company's marketing planning and implementation capabilities.

The direct influence of CDT on various dimensions of firm performance also shows positive and significant results, including financial performance (β = 0.149, p < 0.01), customer performance (β = 0.393, p < 0.01), internal

development (β = 0.277, p < 0.01), and tourism learning (β = 0.333, p < 0.01). These findings support H3a-d, confirming that CRM technology contributes to overall firm performance across multiple dimensions.

The results presented in Table 3 indicate that marketing planning capability positively influences various dimensions of firm performance, including financial outcomes, customer performance, internal development, and tourism learning, with β values of 0.566 (p < 0.01), 0.347 (p < 0.01), 0.365 (p < 0.01) and 0.422 (p < 0.01) of the variations in these performance dimensions, respectively. As a result, the findings provide support for hypotheses H4a, H4b, H4c, and H4d. Furthermore, the results in Table 3 also demonstrate that marketing implementation capability has a significant positive impact on the same dimensions of firm performance, with β values of 0.588 (p < 0.01), 0.548 (p < 0.01), 0.644 (p < 0.01) and 0.612 (p < 0.01) respectively. Therefore, hypotheses H5a, H5b, H5c, and H5d are also supported by these findings. Hence, indicating that enhanced marketing planning and implementation capabilities, driven by CRM technology, are crucial for improving financial, customer, internal, and learning outcomes in tourism companies.

The findings provide robust evidence that integrating CRM Digital Technology within tourism companies leads to significant improvements in both marketing capabilities and overall firm performance. Specifically, the data suggest that CRM digital technology helps organizations develop superior marketing planning skills and more effective implementation strategies. This aligns with prior studies (Wang & Kim, 2017; Guerola-Navarro & colleagues, 2021) that highlight the strategic importance of CRM systems in facilitating detailed market segmentation and targeted marketing efforts.

In addition, the positive association between CRM technology and firm performance underscores the value of CRM systems in enhancing operational efficiency and achieving better financial outcomes. This supports the Resource-Based View (RBV) theory, which posits that valuable resources and capabilities, such as CRM technology, are critical for sustaining competitive advantage and driving organizational success. The significant mediating effects of marketing planning and implementation capabilities suggest that CRM technology's impact on firm performance is, in part, due to its enhancement of these capabilities. This finding emphasizes the need for tourism companies to invest in both CRM technology and the development of marketing skills to fully realize the benefits.

Table 4 The relationship of mediation between CRM digital technology (CDT) and, financial (FIN), customer (CUS), internal development (IND), and tourism learning dimensions (TOL) of firm performance.

Independent	Dependent Variables											
Variables	FIN			CUS			IND			TOL		
	without	with	result	without	with	result	without	with	result	without	with	result
CDT	0.149**			0.393**			0.277**			0.333**		
MPC		0.095	F		0.121	F		0.156*	P		0.007	F
MIC		0.097	F		0.083	F		0.033	F		0.102	F

*P < 0.05, **P < 0.01, F = Full mediator, P = Partial mediator.

Regarding the mediating role of marketing planning capability in the relationship between CRM digital technology and various performance dimensions, the results shown in Table 4 indicate that CRM digital technology affects firm performance in step 1 and step 2 upon introducing marketing planning capability as a mediating variable.

The beta coefficients for the direct path (step 1) between CRM digital technology and firm performance dimensions (financial, customer, internal development, and tourism learning) were 0.149, 0.393, 0.277, and 0.333, respectively. When marketing planning capability was included as a mediator (step 2), the beta coefficients for CRM digital technology decreased to 0.095, 0.121, 0.156, and 0.007, respectively. showing that mediation does exist in the relationship, but the relationship became non significant between CRM digital technology and three dimensions of firm performance (i.e. financial, customer and tourism learning). On the other hand, the relationship between CRM digital technology and internal development still significant when marketing planning capability was included.

The results demonstrate that marketing planning capability fully mediates the relationship between CRM digital technology and the firm performance dimensions of financial, customer, and tourism learning , while it partially mediates the relationship with the internal development dimension. This implies that CRM digital technology indirectly influences firm performance through marketing planning capability, providing empirical support for hypotheses H6a, H6b, H6c, and H6d.

A similar mediation analysis was conducted to examine the influence of marketing implementation capability on the relationship between CRM digital technology and various dimensions of firm performance. Table 4 also shows that CRM digital technology affects firm performance dimensions in step 1 and step 2 upon introducing marketing implementation capability as a mediator. The beta coefficients for the direct path (step 1) between CRM digital technology and firm performance dimensions (financial, customer, internal development, and tourism learning) were 0.149, 0.393, 0.277, and 0.333, respectively. When marketing implementation capability was included as a mediator (step 2), the beta coefficients for CRM digital technology decreased to 0.097, 0.083, 0.33, and 0.102, respectively, indicating that mediation exists. However, the relationships between CRM digital technology and the four dimensions of firm performance became non-significant when marketing implementation capability was included.

Thus, it can be interpreted that marketing implementation capability fully mediates the relationship between CRM digital technology and firm performance dimensions (financial, customer, internal development, and tourism learning). Specifically, the results indicate that CRM digital technology indirectly influences firm performance through marketing implementation capability, providing support for hypotheses H7a, H7b, H7c, and H7d.

The findings provide robust evidence that integrating CRM digital technology within tourism companies leads to significant improvements in overall firm performance. CRM digital technology directly enhances financial outcomes, customer engagement, internal development, and tourism learning. This underscores the importance of CRM systems in facilitating better customer understanding, essential for planning and executing effective marketing strategies. These results align with the Resource-Based View (RBV) theory, highlighting that valuable technological resources such as CRM systems are crucial for achieving competitive advantage and driving organizational success (Barney, 1991). The study also reveals the critical mediating role of marketing capabilities. While Marketing Planning Capability (MPC) significantly impacts internal development, it does not fully mediate the relationship between CRM technology and financial, customer, and tourism learning outcomes. Conversely, Marketing Implementation Capability (MIC) fully mediates the relationship across all performance dimensions, suggesting that the direct benefits of CRM technology on firm performance may be more pronounced when mediated through marketing implementation capabilities. This finding is

consistent with research by Mohammed, Rashid, and Tahir (2023), who found that CRM technologies enhance the execution of marketing strategies, ultimately leading to improved organizational performance.

The significant role of CRM digital technology in improving firm performance can be attributed to several factors. First, CRM systems provide valuable insights into customer behaviors and preferences, enabling firms to tailor their marketing strategies more effectively. This personalized approach to customer engagement not only enhances customer satisfaction but also drives repeat business, contributing to improved financial performance (Krasnikov, Jayachandran, & Kumar, 2019). Second, the integration of CRM with other digital technologies, such as big data analytics, further amplifies its impact. Big data analytics allows firms to process large volumes of customer data to identify trends and patterns, which can inform more strategic decision-making. This aligns with findings by Akter, Wamba, Gunasekaran, Dubey, and Childe (2016), who highlighted the importance of big data in enhancing marketing planning and execution capabilities, leading to better firm performance.

Furthermore, the successful implementation of CRM systems requires a cross-functional integration of processes, people, operations, and organizational capabilities. This holistic approach ensures that CRM systems are not siloed within the marketing department but are integrated across the entire organization, facilitating better communication and collaboration. Payne and Frow (2023) emphasize the need for such integration to maximize the benefits of CRM systems.

The study's findings also highlight the importance of continuous learning and innovation in leveraging CRM technology. By fostering an organizational culture that promotes learning and adaptability, firms can ensure that their CRM systems remain up-to-date and relevant in a rapidly changing business environment. This is particularly important in the tourism industry, where customer preferences and market conditions can change quickly. Research by Guerola-Navarro, Oltra-Badenes, and colleagues (2021) suggests that CRM technologies can drive learning and innovation, providing firms with a competitive edge.

Thus, this study provides empirical evidence that CRM digital technology significantly enhances firm performance in the tourism sector, both directly and through the mediating role of marketing capabilities. The findings underscore the importance of integrating CRM systems with other digital technologies and ensuring their cross-functional application within the organization. Future research could explore additional variables that may influence these relationships and examine the long-term effects of CRM technology adoption. Managers and practitioners should focus on optimizing their CRM strategies to fully leverage their potential, thereby driving sustained organizational success.

5. Research Suggestions and Implications

5.1 Future Research Directions

The findings from this research highlight several avenues for future studies to expand upon the current understanding of CRM digital technology's impact on firm performance, particularly within the tourism sector. The following directions are suggested to deepen theoretical insights and provide practical guidelines for enhancing CRM strategies:

5.1.5 Comparative Analysis Across Sectors: While this study focuses on the tourism sector, future research could compare the impact of CRM digital technology across different industries. Comparative studies can identify industry-specific factors that influence the effectiveness of CRM systems, providing tailored insights for managers in various sectors.

5.1.2 Integration with Emerging Technologies: This research underscores the importance of integrating CRM with other digital technologies, such as big data analytics. Future studies could explore the impact of combining CRM systems with emerging technologies like artificial intelligence (AI), machine learning, and blockchain. Investigating these integrations can reveal new dimensions of CRM's potential to enhance firm performance.

5.1.3 Exploring Additional Mediators and Moderators: While this study highlights the mediating role of marketing capabilities, future research should explore other potential mediators and moderators that influence the relationship between CRM digital technology and firm performance. Variables such as organizational culture, leadership style, and employee engagement could provide deeper insights into the mechanisms driving CRM's impact.

5.1.4 Customer-Centric Metrics: Further research should delve into customer-centric metrics to understand how CRM digital technology influences customer loyalty, retention, and lifetime value. By focusing on these metrics, researchers can provide more granular insights into the customer-related benefits of CRM systems.

5.1.5 Cross-Cultural Studies: Considering the global nature of tourism, future research should examine the impact of cultural differences on the effectiveness of CRM digital technology. Cross-cultural studies can identify how cultural factors influence customer interactions with CRM systems and inform strategies for international firms.

5.1.6 Impact on Employee Performance: This study primarily focuses on firm-level outcomes. Future research could explore the impact of CRM digital technology on employee performance, including job satisfaction, productivity, and innovation. Understanding how CRM systems affect employees can help managers foster a more supportive work environment.

5.1.7 Financial Analysis: While this study identifies the positive impact of CRM on financial performance, detailed financial analyses could provide more specific insights. Future research could investigate the return on investment (ROI) of CRM digital technology and identify the financial metrics most influenced by CRM adoption.

5.1.8 Role of CRM in Crisis Management: The tourism sector is particularly vulnerable to crises, such as natural disasters and pandemics. Future studies could examine the role of CRM digital technology in crisis management, exploring how CRM systems can help firms maintain customer relationships and recover more quickly from disruptions.

5.2 Research Implications

5.2.1 Theoretical Implications

This research contributes to the existing literature by providing robust empirical evidence on the critical role of Customer Relationship Management (CRM) digital technology in enhancing firm performance, specifically within the tourism sector. The findings align with the Resource-Based View (RBV) theory, which posits that valuable technological resources and capabilities, such as CRM systems, are essential for sustaining competitive advantage and driving organizational success. In the context of tourism, the integration of CRM Digital Technology with Marketing Planning Capability (MPC) and Marketing Implementation Capability (MIC) offers significant advantages. CRM systems

allow tourism companies to collect and analyze vast amounts of customer data, which enhances MPC by enabling more precise and effective marketing strategies. Moreover, CRM technology supports MIC by facilitating the efficient execution of these strategies, ensuring that marketing initiatives are carried out smoothly and effectively. This dual capability not only improves customer engagement and satisfaction but also drives financial performance, internal development, and organizational learning, which are crucial for maintaining a competitive edge in the rapidly changing tourism industry.

The study reveals that CRM digital technology directly improves multiple dimensions of firm performance, including financial outcomes, customer engagement, internal development, and tourism learning. This extends the theoretical understanding of CRM's multifaceted impact on organizational performance beyond traditional customer service roles to encompass broader strategic and operational benefits. Additionally, the research highlights the significant mediating role of marketing capabilities, particularly Marketing Planning Capability (MPC) and Marketing Implementation Capability (MIC). While MPC significantly impacts internal development, MIC fully mediates the relationship between CRM technology and all performance dimensions. These findings underscore the theoretical importance of considering both planning and implementation aspects of marketing capabilities in studies examining CRM technology's impact on firm performance.

Moreover, the integration of CRM with other digital technologies, such as big data analytics, is shown to amplify its positive effects. This suggests that future theoretical frameworks should account for the synergistic effects of combining CRM with other advanced technologies to fully capture its potential benefits.

5.2.2 Managerial Implications

The findings from this study provide valuable insights for managers and practitioners in the tourism sector and beyond, highlighting several key areas for strategic focus. Managers should prioritize investing in CRM digital technology as it directly enhances various performance dimensions, including financial outcomes, customer engagement, internal development, and tourism learning. This investment is critical for gaining a deeper understanding of customers, which is essential for planning and executing effective marketing strategies. Specifically in the tourism industry, CRM Digital Technology, when integrated with MPC and MIC, enables organizations to create more targeted and effective marketing plans and ensures their seamless execution. This results in enhanced customer experiences, better resource allocation, and ultimately, improved firm performance. By focusing on these aspects, tourism managers can better respond to market demands and customer needs, which is essential for sustaining growth and competitiveness.

Additionally, the study underscores the importance of developing robust marketing capabilities. Specifically, managers should focus on enhancing both Marketing Planning Capability (MPC) and Marketing Implementation Capability (MIC). While MPC is vital for internal development, MIC is crucial for translating strategic plans into actionable outcomes across all performance dimensions. Investing in training and development programs to build these capabilities can yield significant performance improvements. Furthermore, managers should consider integrating CRM systems with other digital technologies, such as big data analytics, to amplify their impact. Big data analytics can help process large volumes of customer data, identify trends, and inform strategic decision-making. This integration can enhance CRM's effectiveness in driving customer engagement, operational efficiency, and financial

performance. Successful implementation of CRM systems requires cross-functional integration of processes, people, operations, and organizational capabilities. Managers should ensure that CRM systems are not siloed within the marketing department but are integrated across the entire organization. This holistic approach facilitates better communication and collaboration, maximizing the benefits of CRM systems.

To fully leverage CRM technology, firms need to foster an organizational culture that promotes continuous learning and innovation. This approach ensures that CRM systems remain up-to-date and relevant in a rapidly changing business environment. Managers should encourage a culture of adaptability and continuous improvement to maintain a competitive edge. Given the significant impact of CRM on customer performance, managers should leverage CRM systems to enhance customer engagement and satisfaction. Personalized marketing initiatives and customer-centric strategies facilitated by CRM technology can lead to stronger customer relationships and improved financial metrics.

6. Conclusion

This research provides compelling evidence that integrating Customer Relationship Management (CRM) digital technology within tourism companies significantly enhances overall firm performance. The study highlights that CRM digital technology directly improves financial outcomes, customer engagement, internal development, and tourism learning. These enhancements underscore the importance of CRM systems in facilitating better customer understanding, which is essential for planning and executing effective marketing strategies. The findings align with the Resource-Based View (RBV) theory, emphasizing that valuable technological resources such as CRM systems are crucial for achieving competitive advantage and driving organizational success.

The study also underscores the critical mediating role of marketing capabilities. Marketing Planning Capability (MPC) significantly impacts internal development but does not fully mediate the relationship between CRM technology and financial, customer, and tourism learning outcomes. On the other hand, Marketing Implementation Capability (MIC) fully mediates the relationship across all performance dimensions, suggesting that the direct benefits of CRM technology on firm performance are more pronounced when mediated through marketing implementation capabilities.

These findings indicate that CRM digital technology helps organizations develop superior marketing planning skills and more effective implementation strategies. This aligns with prior studies that highlight the strategic importance of CRM systems in facilitating detailed market segmentation and targeted marketing efforts. Moreover, the positive association between CRM technology and firm performance underscores the value of CRM systems in enhancing operational efficiency and achieving better financial outcomes.

Furthermore, the study reveals that integrating CRM with other digital technologies, such as big data analytics, amplifies its impact, allowing firms to process large volumes of customer data to identify trends and patterns for more strategic decision-making. The successful implementation of CRM systems requires a cross-functional integration of processes, people, operations, and organizational capabilities, ensuring that CRM systems are not siloed within the marketing department but integrated across the entire organization.

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