



## Client Relationship Management, Cost Perception, and Product Excellence as Drivers of Business Purchase Decisions in Dairy Distribution Sector

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### Abstract

*Amid intensifying competition in Indonesia's distributor market, firms like PT Sinar Mayuri, based in Klungkung, Bali, must differentiate to maintain a competitive edge. This study examines the impact of client relationship management (CRM), cost perception, and product excellence on B2B purchase decisions for Prochiz cheese. Using saturated sampling, data were collected from 78 business customers through observation, interviews, and structured questionnaires. Quantitative methods, including validity and reliability tests, classical assumption tests, multiple linear regression, t-tests, and F-tests, were employed. Results show that CRM, cost perception, and product excellence significantly influence purchase decisions, both individually and simultaneously. This study contributes to international marketing and management literature by offering practical insights into business-to-business purchasing behaviour in emerging and diverse markets.*

**Keyword:** Client Relationship Management, Cost Perception, Product Excellence, Purchase Decision

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### Abstrak

Dalam menghadapi persaingan yang semakin ketat di pasar distributor Indonesia, perusahaan seperti PT Sinar Mayuri di Klungkung, Bali, perlu melakukan diferensiasi untuk mempertahankan keunggulan kompetitif. Penelitian ini menganalisis pengaruh manajemen hubungan pelanggan (CRM), persepsi biaya, dan keunggulan produk terhadap keputusan pembelian B2B untuk produk keju Prochiz. Melalui metode sampling jenuh, data dikumpulkan dari 78 pelanggan bisnis menggunakan observasi, wawancara, dan kuesioner terstruktur. Analisis kuantitatif dilakukan dengan uji validitas, reliabilitas, uji asumsi klasik, regresi linear berganda, uji-t, dan uji-F. Hasil menunjukkan bahwa CRM, persepsi biaya, dan keunggulan produk berpengaruh signifikan terhadap keputusan pembelian, baik secara parsial maupun simultan. Studi ini memberikan kontribusi penting bagi pengembangan strategi pemasaran internasional dan manajemen pemasaran, khususnya dalam memahami perilaku pembelian antar bisnis di pasar yang berkembang dan beragam.

**Kata Kunci:** Manajemen Hubungan Pelanggan, Persepsi Biaya, Keunggulan Produk, Keputusan Pembelian

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## **I. INTRODUCTION**

The rapid growth and intensifying competition in the global business environment have forced companies to continuously innovate and differentiate themselves to sustain their market presence (Shanmuganathan, 2018; Amrita, Mandiyasa, et al., 2024). In Indonesia, this trend is particularly evident as businesses increasingly shift towards consumer-centric marketing strategies, aiming to understand and address customers' evolving wants and needs (Ahidin, 2020). The dynamic market conditions demand constant adaptation, especially in B2B (business-to-business) sectors, where intercompany transactions are crucial to supply chains and product distribution (Chen, 2020). B2B transactions, as explained by Jamaluddin & Saibani (2021), defined as exchanges of goods or services between companies, are fundamental to industries that rely on collaborative supply chains. In this context, distributors play a critical role as intermediaries, connecting manufacturers and retailers by facilitating large-scale transactions without engaging directly with end consumers. For instance, small and medium-sized enterprises (SMEs) in the food and beverage industry often source raw materials from distributors before bringing products to market. Such B2B interactions highlight the importance of strong intercompany relationships, pricing strategies, and product excellence in influencing purchase decisions (Heredia-Roldan et al., 2022).

In light of increasing competition, B2B companies must cultivate long-term relationships with their clients through effective client relationship management (CRM). CRM involves strategic efforts to build, maintain, and enhance business partnerships, ultimately driving customer loyalty and purchase decisions (Suryawan, Meryawan, et al., 2024). Additionally, cost perception and product excellence are key determinants of purchasing behaviour. Cost perception, defined as consumers' evaluations of whether a price is justifiable, significantly impacts their buying decisions (Suryawan et al., 2023). Similarly, product excellence, which refers to a product's ability to meet or exceed customer expectations, plays a crucial role in shaping customer satisfaction (Kotler et al., 2024).

PT Sinar Mayuri, a B2B distributor located in Klungkung, Bali, provides an insightful case study on the competitive dynamics of the cheese distribution market. As the main distributor of Prochiz cheese, PT Sinar Mayuri has experienced fluctuating sales, with numerous months falling short of target expectations. Through direct inquiries and confirmation with PT Sinar Mayuri Klungkung, it has become evident that the company has encountered significant challenges in sustaining consistent sales performance, particularly in the face of intensifying competition within Indonesia's distributor market. As a key distributor of Prochiz cheese, PT Sinar Mayuri must navigate a highly competitive landscape that has made differentiation crucial for maintaining its market position. Despite demonstrating strong sales growth in 2022, where the company exceeded its targets in several months, external and internal factors have increasingly hindered its ability to meet projected goals in 2023.

In 2023, competition intensified as new entrants offered similar products at lower price points, directly impacting PT Sinar Mayuri's market share and underscoring the critical importance of Cost Perception in purchasing decisions. Fluctuations in raw material costs further complicated the company's ability to maintain competitive pricing without sacrificing margins. Although PT Sinar Mayuri prioritized building long-term relationships with its B2B clients, these efforts struggled to adapt to shifting market dynamics. Additionally, product excellence, a key differentiator, faced challenges as the company struggled to align its premium quality messaging with the increasingly cost-sensitive demands of its clients. The overall decline in sales performance in 2023, highlighted the need for PT Sinar Mayuri to reassess its strategic approach and to realign with evolving market expectations, regain its competitive edge, and secure sustained growth in the highly dynamic and competitive Indonesian dairy distribution market.

Subsequently, interviews with former Prochiz customers of PT Sinar Mayuri highlighted several factors influencing their decision to switch to competing brands, such as stronger relationships with sales representatives, more favourable pricing, and larger packaging options offered by competitors like

Wincheez. Customers consistently emphasized these pricing and service-related advantages, demonstrating the critical role that such factors play in shaping B2B purchase decisions. Furthermore, many clients cited more flexible payment terms and promotional incentives provided by competitors, making it more appealing to shift their purchasing loyalty. These insights underscore the necessity for PT Sinar Mayuri to enhance its value proposition and strengthen customer engagement strategies.

Despite extensive research on client relationship management (CRM), price perception, and product excellence, findings in the existing literature remain inconsistent. Rosário & Casaca (2023) found that CRM positively impacts purchase decisions, while Ali & Naushad (2023) observed no significant effect of CRM through social media on consumer purchase decisions. Similarly, Tian et al. (2022) reported a positive link between cost perception and purchasing behaviour, whereas Fenneman et al. (2022) found weak influence. Research on product excellence has also produced conflicting results, with Amron (2018) showed a significant effect while Sulaiman & Chau (2021) revealed otherwise.

Subsequently, this study is grounded in Relationship Marketing Theory, which emphasizes the importance of long-term customer relationships in fostering loyalty and driving purchase decisions (Gummerus et al., 2017; Amrita, Suryawan, et al., 2024), and Perceived Value Theory of Zeithaml (1988) as explained by Silva de Souza & Baldanza (2018), which posits that purchasing decisions are driven by customers' evaluations of overall value, considering price, quality, and relational benefits. However, there is a gap in understanding how these theories operate within rural B2B contexts, where local market dynamics and competitive pressures may differ from broader B2B environments. The uniqueness of this research lies in its focus on these variables within the B2B cheese distribution context in Klungkung, a rural market of Bali that remains underexplored. This study aims to provide new insights into the drivers of B2B purchase decisions, addressing gaps in the literature and contributing to the broader field of international marketing management.

## **II. LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT**

### **Relationship Marketing Theory**

Relationship Marketing Theory, introduced by Morgan and Hunt (1994) as cited in the study of Gummerus et al. (2017), emphasizes the creation and maintenance of long-term, mutually beneficial relationships between businesses and their customers. In a B2B context, this theory underlines the importance of trust, commitment, and relationship-building activities to foster loyalty and repeat business. In the competitive B2B market, companies that prioritize relationship marketing strategies can differentiate themselves by developing deeper connections with their customers, which can significantly influence purchasing behaviour and can ensure the customers remain loyal despite pressures from competing brands (Rosário & Casaca, 2023). Moreover, the ability to adapt and personalize relationship marketing efforts can enhance customer satisfaction and retention rates. It not only leads to immediate sales but also fosters long-term partnerships that are vital for sustained competitive advantage (Movahed et al., 2023).

### **Perceived Value Theory**

Perceived Value Theory, as proposed by Zeithaml, posits that consumers' purchasing decisions are influenced by their evaluation of the overall value they derive from a product or service. This value, further explained by Silva de Souza & Baldanza (2018), is a balance between what the consumer receives (quality, service, benefits) and what they give up (price, time, effort). In a B2B setting, where companies are purchasing products not for personal use but for further production or resale, perceived value extends beyond immediate cost savings to include factors like product reliability, supplier relationships, and service support. In the context of cheese distribution in Klungkung, understanding how distributors evaluate the value offered by Prochiz cheese compared to competitors is essential for identifying the drivers of their purchase decisions.

## **Client Relationship Management (CRM)**

Client relationship management (CRM) encompasses the strategies and practices that businesses employ to cultivate long-term relationships with clients, enhancing customer retention and loyalty (Suryawan, Meryawan, et al., 2024). In a B2B context, effective CRM involves tailored communication, personalized service, and consistent client engagement to foster trust and commitment. Key indicators identified by Suryawan, Meryawan, et al. (2024) and Santoso et al. (2021) include (1) Bonding, (2) Empathy, (3) Reciprocity, (4) Trust, (5) Lifetime Value, and (6) Commitment. While studies like Rosário & Casaca (2023) highlight the positive impact of CRM on purchase decisions, conflicting findings by Ali & Naushad (2023) indicate its complexity across different market contexts. For B2B distributors like PT Sinar Mayuri, effective CRM is crucial for retaining clients amidst competitive alternatives.

## **Cost Perception**

Cost perception plays a critical role in influencing purchase decisions, particularly in the B2B sector, where pricing often dictates the profitability of the buyer's operations (Levrini & dos Santos, 2021; Suryawan et al., 2023). Key indicators of cost perception include (1) price affordability, (2) price match with Product Excellence, (3) reasonable pricing, and (4) ethical price matches product's benefits (Kotler et al., 2024). Tian et al. (2022) demonstrated that a favourable perception of price positively impacts purchase decisions, as companies seek the best value for their investments. However, Fenneman et al. (2022) presented opposing findings, indicating that cost perception did not significantly influence decision-making. In the case of Prochiz cheese, where customers have switched to competitors due to cost perception advantages, it becomes evident that competitive pricing is a major driver of purchase decisions in the rural B2B market.

## **Product Excellence**

Product excellence is a crucial determinant of purchase decisions, particularly in the B2B context, where buyers assess the performance, reliability,

and overall value of the products they intend to procure (Kotler et al., 2024). According to Kotler et al. (2024), key indicators of product excellence include (1) brand name, (2) features, and (3) design, (4) packaging, (5) suitability conformity, and (6) warranty. High-quality products are often associated with better performance and fewer defects, leading to increased customer satisfaction and loyalty. Amron (2018) emphasized that Product Excellence significantly impacts purchase decisions, while Sulaiman & Chau (2021) found that perceptions of product excellence can vary across different contexts. Maintaining high product excellence is essential not only for retaining existing customers but also for attracting new clients who prioritize quality in their purchasing decisions.

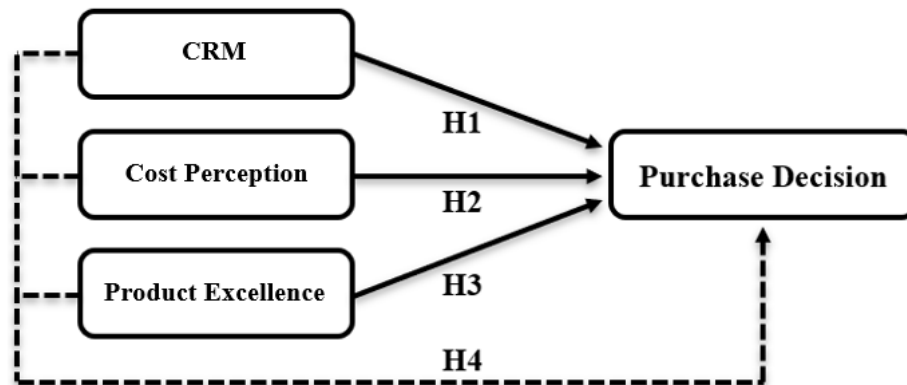
### **Purchase Decision**

The purchase decision in a B2B context is a complex process influenced by various factors, including product excellence, price, relationships, and service offerings. According to Kotler et al. (2024) and Suryawan, Sumerta, et al. (2024) purchase decisions in business markets are often driven by rational evaluations of a product's ability to meet the buyer's needs, combined with emotional factors like trust. Key indicators of purchase decision include (1) commitment to buying after product information is received, (2) decision to purchase based on the preferred brand, (3) alignment with personal desires and needs, and (4) buying influenced by recommendations from others (Kotler et al., 2024). This decision-making process is especially evident in the distribution market, where businesses must balance competitive offerings with their established relationships.

### **Hypotheses Development**

The hypotheses of this study are based on established theories and empirical findings regarding client relationship management (CRM), cost perception, product excellence, and their collective impact on B2B purchase decisions. Research by Rosário & Casaca (2023) shows that effective CRM strategies enhance customer satisfaction and long-term relationships, thus increasing purchase intentions, suggesting that stronger CRM initiatives by PT Sinar Mayuri will lead to favourable purchasing decisions. Additionally, Tian et

al. (2022) highlight the importance of consumers' price evaluations relative to competitors, indicating that positive price perceptions will influence Prochiz cheese purchase decisions in a competitive market. Kotler et al. (2024) further emphasize that high product excellence meets customer expectations and fosters loyalty.



**Figure 1.** Research Conceptual Framework  
Source: Theoretical Framework and Previous Studies

The conceptual framework in Figure 1 presents the hypothesized relationships between client relationship management (CRM), cost perception, product excellence, and their impact on purchase decision. The framework suggests that each of these independent variables, namely CRM, cost perception, and product excellence, exerts a direct and positive influence on B2B purchase decisions for Prochiz cheese, as represented by Hypotheses H1, H2, and H3, respectively. Additionally, Hypothesis H4 proposes that CRM, cost perception, and product excellence, when considered simultaneously, have a combined significant positive effect on purchase decisions. The framework aims to provide a structured understanding of how these factors interrelate and drive business outcomes.

### III. METHODS

The research methodology for this study employs a causal associative design using a quantitative approach. Quantitative research focuses on testing theories by measuring research variables numerically and analysing data through



statistical procedures (Kittur, 2023). This approach is used to examine the influence of client relationship management (CRM), cost perception, and product excellence on the purchase decision of Prochiz cheese at PT Sinar Mayuri, Klungkung. The causal associative design aims to identify cause-and-effect relationships (Hair et al., 2022), specifically analysing how the independent variables (CRM, cost perception, and product excellence) affect the dependent variable (purchase decision).

The study was conducted at PT Sinar Mayuri, located at Jl. Prof. Dr. Ida Bagus Mantra, Gunaksa, Dawan District, Klungkung, Bali, Indonesia. The population consists of 878 customers of PT Sinar Mayuri, divided into two categories: 800 customers who are resellers and do not modify the product, and 78 customers who further process the Prochiz cheese products before resale. Since the research aims to analyse how product excellence, cost perception, and CRM affect purchase decisions among customers who have a deeper involvement in processing and decision-making, the focus is specifically on the latter group, the 78 customers who further process the product.

For this reason, the study employs saturated sampling (also known as total sampling), where the entire subset of the population that meets the research criteria is used as the sample. This technique ensures that the study captures comprehensive data from all 78 customers who process Prochiz cheese, allowing for a focused analysis on a group that is most likely to be influenced by the variables of interest. By targeting this specific group, the research gains deeper insights into the purchasing behaviours and decision-making processes of customers actively involved in product processing. This approach enhances the relevance and precision of the findings, making them more applicable to similar B2B contexts.

This study utilized four primary data collection techniques: observation, interviews, literature studies, and questionnaires, with the latter being distributed to 78 customers for quantitative analysis. To ensure respondents' privacy, all personal data was anonymized, and their responses were kept confidential. Furthermore, respondents were informed that their identities would not be

disclosed or linked to their responses. Data was stored securely and only accessible to the research team for analysis purposes. Ethical approval was obtained to adhere to the necessary research standards and protocols throughout the data collection process.

The research instruments were tested for validity and reliability to ensure measurement accuracy. Data analysis included classical assumption tests, multiple linear regression, and determination analysis to assess the effects of client relationship management, cost perception, and product excellence on purchase decisions. Hypotheses were tested using t-tests for individual variables and F-tests for their combined effect.

## IV. RESULT AND DISCUSSION

### Result

#### Validity and Reliability Tests

**Table 1.** Validity Test Results

Variable	Item	Correlation	Status
CRM	X1.1	.948	Valid
	X1.2	.878	Valid
	X1.3	.927	Valid
	X1.4	.876	Valid
	X1.5	.842	Valid
	X1.6	.856	Valid
Cost Perception	X2.1	.914	Valid
	X2.2	.923	Valid
	X2.3	.934	Valid
	X2.4	.764	Valid
Product Excellence	X3.1	.916	Valid
	X3.2	.846	Valid
	X3.3	.921	Valid
	X3.4	.856	Valid
	X3.5	.926	Valid
	X3.6	.919	Valid
Purchase Decision	Y.1	.873	Valid
	Y.2	.892	Valid
	Y.3	.926	Valid
	Y.4	.891	Valid

Source: Primary Data Processed (2024)

The validity test correlated individual item scores with total construct scores using Pearson Correlation, comparing the calculated coefficient to a minimum validity threshold of 0.30 (Sen & Yildirim, 2022). An item is valid if its coefficient exceeds this threshold. As shown in Table 2, all items across the four studied variables were valid, as their coefficients surpassed 0.30, confirming their suitability for further analysis.

**Table 2.** Reliability Test Results

Variable	Cronbach's Alpha	Status
CRM	0,945	Reliable
Cost Perception	0,919	Reliable
Product Excellence	0,952	Reliable
Purchase Decision	0,918	Reliable

Source: Primary Data Processed (2024)

Subsequently, the reliability test assesses the consistency of respondents' answers regarding client relationship management, cost perception, and product excellence. Table 3 shows that all variables demonstrate good reliability, with Cronbach's Alpha coefficients exceeding 0.60. Thus, the research instrument (questionnaire) is considered reliable and suitable for distribution to the target sample (Sen & Yildirim, 2022).

### Classical Assumption Tests: Normality, Multicollinearity, and Heteroskedasticity

**Table 3.** Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		78
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	1.23497930
Most Extreme Differences	Absolute	.080
	Positive	.075
	Negative	-.080
Test Statistic		.080
Asymp. Sig. (2-tailed)		.200 <sup>c,d</sup>

Source: Primary Data Processed (2024)

In this study, the Kolmogorov-Smirnov (K-S) test was employed to assess the normality of the data distribution. According to the test criteria, a variable is considered normally distributed if the asymptotic significance (2-tailed) value is greater than 0.05. As presented in Table 4, the test results yielded an asymptotic significance of 0.200, indicating that the data is normally distributed (Sen & Yildirim, 2022).

**Table 4.** Multicollinearity Test Results

Model	Collinearity Statistics	
	Tolerance	VIF
CRM	.114	8.794
Cost Perception	.210	4.757
Product Excellence	.124	8.089

Source: Primary Data Processed (2024)

The multicollinearity test assesses correlations among independent variables in the regression model (Sen & Yildirim, 2022). Table 5 indicates that the model is suitable, as the conditions to avoid multicollinearity are met, with tolerance values exceeding 0.10 and variance inflation factors (VIF) below 10.

**Table 5.** Heteroskedasticity Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.873	.375		2.329	.023
CRM	.053	.047	.390	1.146	.255
Cost Perception	-.075	.066	-.286	-1.145	.256
Product Excellence	-.010	.046	-.069	-.211	.834

Source: Primary Data Processed (2024)

The heteroskedasticity test evaluates variance inconsistency in residuals across observations in the regression model (Sen & Yildirim, 2022). This study used the Glejser Test, with significance values for client relationship management at 0.255, cost perception at 0.256, and product excellence at 0.834, all exceeding 0.05. Therefore, the absence of heteroskedasticity is confirmed, indicating that the assumption of homoscedasticity is met in this regression analysis.

## Multiple Linear Regression Analysis

**Table 6.** Multiple Linear Regression Analysis Results

Model	Unstandardized		Standardized		t	Sig.
	B	Std. Error	Beta			
1 (Constant)	.997	.631			1.579	.119
CRM	.189	.078	.288		2.416	.018
Cost Perception	.392	.111	.311		3.545	.001
Product Excellence	.256	.078	.375		3.285	.002

Source: Primary Data Processed (2024)

The regression model in Table 7 yields the equation:  $Y = 0.997 + 0.189(\text{CRM}) + 0.392(\text{Cost Perception}) + 0.256(\text{Product Excellence})$ . This indicates that, when the independent variables remain constant, the baseline value of the purchase decision is 0.997. A one-unit increase in CRM raises purchase decisions by 0.189; in cost perception, by 0.392; and in product excellence, by 0.256. All three factors demonstrate positive and significant effects, with cost perception showing the greatest influence.

## Determination Analysis

**Tabel 7.** Determination Analysis

R	R Square	Adjusted Square	RStd. Error of the Estimate
.938 <sup>a</sup>	.881	.876	1.25976

Source: Primary Data Processed (2024)

The determination analysis reveals that 88.1% of the variation in purchase decisions is explained by CRM, cost perception, and product excellence ( $R^2 = 0.881$ ), underscoring their strong influence on Prochiz cheese purchases at PT Sinar Mayuri, Klungkung. The remaining 11.9% is attributed to other factors not included in this model, such as competitor promotions, distribution efficiency, or brand loyalty. This high coefficient of determination indicates that the model possesses strong explanatory power and is highly relevant for understanding B2B purchasing behaviour in the dairy distribution sector.

## Hypotheses Testing: t-test and F-test

**Table 8.** Partial Significance Test (t-test) Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.997	.631		1.579	.119
CRM	.189	.078	.288	2.416	.018
Cost Perception	.392	.111	.311	3.545	.001
Product Excellence	.256	.078	.375	3.285	.002

Source: Primary Data Processed (2024)

As shown in Table 9, the t-value for CRM is 2.416, which exceeds the t-table value of 1.665, with a significance of 0.018 ( $p < 0.05$ ), indicating a positive and significant effect of CRM on purchase decisions. Similarly, the t-value for cost perception is 3.545, with a significance of 0.001, confirming a positive and significant effect on purchase decisions. Lastly, product excellence yielded a t-value of 3.285 and a significance of 0.002, also demonstrating a positive and significant effect. These results validate all three hypotheses, showing that CRM, cost perception, and product excellence significantly influence purchase decisions in this particular context.

**Table 9.** Simultaneous Significance Test (F-test) Results

ANOVA <sup>a</sup>					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	865.446	3	288.482	181.778	.000 <sup>b</sup>
Residual	117.438	74	1.587		
Total	982.885	77			

Source: Primary Data Processed (2024)

The F-test assessed the combined effect of client relationship management, cost perception, and product excellence on purchase decision. With a confidence level of 95% and an F-table value of 2.73, the calculated F-value of 181.778 and significance of 0.000, as shown in Table 10, indicate that all three variables significantly influence purchase decision. This confirms that these factors collectively impact B2B purchasing decisions for Prochiz cheese at PT Sinar Mayuri, Klungkung.

## **Discussion**

### **The Influence of Client Relationship Management on Purchase Decisions**

The findings of this study confirm that client relationship management (CRM) has a positive and significant effect on B2B purchase decisions. This aligns with Rosário & Casaca (2023), which emphasizes the centrality of trust and commitment in long-term buyer–seller relationships. In the context of PT Sinar Mayuri, maintaining strong relational bonds with business clients—through responsiveness, personalized service, and follow-up support—has a direct impact on client retention and purchasing consistency.

However, interviews with former Prochiz customers revealed that CRM practices at PT Sinar Mayuri were sometimes outperformed by competitors, particularly those offering more proactive support and regular interactions. This highlights that while CRM is a significant driver, its effectiveness depends on how well it is executed and perceived relative to other market players.

### **The Role of Cost Perception in Driving B2B Purchases**

Cost perception emerged as the most influential variable in the model, demonstrating a strong positive effect on purchase decisions. This supports prior study by Tian et al. (2022) which found that price fairness, transparency, and perceived value heavily influence B2B buying behaviour. Given the price sensitivity of business buyers, especially in rural or emerging markets like Klungkung, competitive pricing becomes critical for sustained purchase volume.

Furthermore, customer interviews confirmed that many clients switched to competitors due to better price offers and more advantageous financial terms, such as flexible payment schedules or cashback promotions. These findings reinforce the importance of not only competitive pricing but also cost structures that align with the financial constraints of B2B clients.

### **Product Excellence as a Strategic Advantage**

Product excellence was also found to significantly influence purchase decisions, albeit to a lesser extent than cost perception. This result aligns with the framework of Kotler et al. (2024), where perceived product quality contributes

directly to the customer's overall value assessment. In a B2B setting, quality is often equated with performance consistency, durability, and reliability, especially for food products that serve as ingredients for resale or further processing.

While Prochiz cheese is positioned as a quality product, the feedback gathered during interviews indicated that clients increasingly prioritize functionality and value over premium positioning. Larger packaging options and similar perceived quality from competitors also contributed to Prochiz's relative loss in preference. Thus, product quality alone is insufficient without parallel efforts in pricing and client relationship strategies.

### **The Combined Effect and Strategic Implications**

The F-test results support the hypothesis that CRM, cost perception, and product excellence collectively and significantly influence B2B purchase decisions. The model's explanatory power, as reflected by the  $R^2$  value of 0.881, further validates the strength of these variables in predicting client behaviour.

Strategically, this means that PT Sinar Mayuri and similar distributors must develop an integrated approach, one that harmonizes relationship-building, value-based pricing, and product reliability. Relying on only one factor may no longer be sufficient in highly competitive and price-sensitive markets. Instead, simultaneous optimization across all three variables is crucial to sustain market share and customer loyalty.

## **V. CONCLUSION**

This study explores the key drivers influencing B2B purchase decisions for Prochiz cheese in Klungkung, Bali, focusing on client relationship management (CRM), cost perception, and product excellence. The results reveal that all three variables significantly and positively impact purchase decisions. CRM emerged as one of the most influential factors, suggesting that strong, personalized relationships with business customers are crucial in fostering loyalty and repeat purchases. Cost perception also plays a critical role, indicating that competitive pricing is a vital consideration in B2B purchasing. Additionally,



product excellence significantly affects decision-making, confirming that businesses prioritize high-quality products when making procurement choices. Together, these findings underscore the importance of these three elements in shaping B2B purchase behaviour in the food industry.

While this study offers valuable insights, it is limited to the Klungkung region and focuses solely on the Prochiz cheese brand. Future research should broaden the geographic scope and product categories to test generalizability across regions and industries. Additionally, as this study uses cross-sectional data, longitudinal research is recommended to capture changes in B2B purchasing behaviour over time. Further exploration of external factors such as market competition and supply chain dynamics is also suggested to deepen understanding of purchase decision drivers.

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