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FAKTOR INFLUENCING THE MARKET SHARE OF SHARIA BANKING IN INDONESIA: A LITERATURE REVIEW ON ADVANCE MARKETING MANAGEMENT

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ABSTRAK

Makalah ini menggali dinamika keunggulan kompetitif yang rumit dalam bidang pemasaran hubungan pelanggan, yang secara khusus berfokus pada penerapannya dalam perbankan syariah di Indonesia. Tujuan utama dari upaya penelitian ini adalah untuk mengungkap dampak inisiatif CRM terhadap keunggulan kompetitif dan pangsa pasar dalam sektor ini. Dengan menggunakan pendekatan penelitian kualitatif, penelitian ini dengan cermat mengkaji literatur yang ada melalui tinjauan literatur yang komprehensif, memberikan wawasan tentang interaksi kompleks variabel-variabel tersebut. Hasil investigasi mengungkap korelasi penting antara strategi CRM dan pertumbuhan pangsa pasar dalam domain perbankan syariah, menyoroti peran penting yang dimainkan oleh nasabah setia dalam mendorong peningkatan konsumsi layanan perbankan syariah. Lebih lanjut, penelitian ini menggarisbawahi pengaruh mediasi keunggulan kompetitif dalam hubungan antara praktik CRM dan perluasan pangsa pasar. Dalam refleksi konklusifnya, makalah ini berpendapat bahwa Customer Relationship Marketing (CRM) muncul sebagai faktor penentu yang signifikan yang membentuk dinamika pangsa pasar perbankan syariah di Indonesia, dengan keunggulan kompetitif yang berfungsi sebagai mekanisme perantara penting dalam hubungan yang rumit ini. Selain itu, selain menekankan pentingnya CRM dan keunggulan kompetitif, penelitian ini juga mengakui potensi pengaruh faktor kontekstual lainnya terhadap hasil pangsa pasar dalam lanskap perbankan Syariah.

Kata Kunci : Customer Relationship Marketing (CRM), Keunggulan Kompetitif, Pangsa Pasar.

ABSTRACT

This paper delves into the intricate dynamics of competitive advantage within the realm of customer relationship marketing, specifically focusing on its application within Islamic banking in Indonesia. The primary aim of this research endeavour is to unravel the nuanced impact of CRM initiatives on both competitive advantage and market share within this sector. Employing a qualitative research approach, the study meticulously examines existing literature through a comprehensive literature review, providing insights into these variables' complex interplay. The outcomes of the investigation unveil a notable correlation between CRM strategies and market share growth in the domain of Islamic banking, highlighting the pivotal role played by *loyal customers in driving the increased consumption of Islamic banking services. Furthermore, the study underscores the mediating influence of competitive advantage in the relationship between CRM practices and market share expansion. In its conclusive reflections, the paper posits that Customer Relationship Marketing (CRM) emerges as a significant determinant shaping the market share dynamics of Sharia banking in Indonesia, with competitive advantage serving as a crucial intermediary mechanism in this intricate relationship. Moreover, while emphasizing the importance of CRM and competitive advantage, the study also acknowledges the potential influence of other contextual factors on market share outcomes within the Shariah banking landscape.*

Keywords*:* *Customer Relationship Marketing (CRM), Competitive Advantage, Market Share.*

INTRODUCTION

A. Problem Background

In today's highly competitive environment, which permeates every aspect of life, the Knowledge Economy era, coupled with globalization and advancements in information and telecommunication technologies, has compelled organizations to prioritize their focus on customers. This shift is driven by the heightened awareness of customers regarding their needs, desires, preferences, and priorities (Ngambi & Ndifor, 2015). Recognizing the pivotal role of customer relationships in maintaining competitive advantage and sustainability, organizations have increasingly delved into studying this aspect within the marketing domain. Leveraging new technologies, businesses employ diverse tools and strategies to engage with potential customers and clients, aiming to attract, satisfy, and retain them. Additionally, employees are expected to possess enhanced knowledge, exhibit courtesy, and demonstrate a customer-centric and service-oriented approach (Mohsan et al., 2011; Long et al., 2013).

In the financial sector, particularly in Sharia Banking in Indonesia, the inception of Sharia Banking began with the establishment of Bank Muamalat Indonesia in 1992. Sharia banking activities cover the Sharia banking business sector in terms of operations, management and distribution of funds which are carried out based on Sharia principles. By The Law of the Republic of Indonesia No.21 of 2008 concerning Sharia Banking. Sharia banking is everything that includes Sharia Banks and Sharia Business Units, including institutions, business activities, as well as procedures and processes in carrying out business activities. Meanwhile, Sharia Banks are banks that carry out their business activities based on Sharia principles and according to their type consist of Sharia Commercial Banks and Sharia People's Financing Banks. Sharia Commercial Bank is a Sharia Bank whose activities provide services in payment traffic. Meanwhile, the Sharia Business Unit is a work unit from the head office of a Conventional Commercial Bank which functions as the main office of offices or units that carry out business activities based on Sharia principles.[1]

Sharia banks in Indonesia are expected to grow and develop well. So it can be used as an alternative for the public to choose a bank that complies with Islamic sharia. The growth of Sharia banking is quite good, it is necessary to carry out a more in-depth evaluation regarding its financial performance. As an indicator of financial performance, market share is important to pay attention to. Because market share is a measure of a company's success in achieving company goals.[2]

[1] (Fadhilah, 2021)
[2] (Siahaan, 2017); page: 20

However, there is a problem with Shariah banking, namely the very low market share. This is as stated the Financial Services Authority (OJK) continues to actively promote the expansion of the Shariah banking market share this year through various means. This is because the market share of Shariah banks in Indonesia is still relatively small. Dian Ediana Rae, the Executive Head of Banking Supervision at OJK, reported that as of September 2023, Shariah banking recorded total assets of Rp831.95 trillion, growing by 10.94% annually and contributing to a market share of 7.27%.[3] If measured in percentage terms, growth in Sharia banking assets in June 2023 was recorded at 7.63 percent or grew slightly from the previous 7.14 percent in June 2022.[4] This can be concluded that apart from minimal market share, Shariah banks are also experiencing stagnant market share growth.[5]

One of the factors causing delays and stagnation in the growth of the Sharia banking market share is the limited competitiveness of Sharia banks compared to conventional banking. This was conveyed by the Director of Sharia Banking at CIMB Niaga, Pandji P. Djajanegara, who said that the reason is that the market share of Sharia banking is still around the level of 7.7 percent.[6] Seeing how well a company can compete compared to its competing companies is the goal of market share.[7] Companies that have high competitive advantages will be able to obtain the highest position as leaders from competitors in similar markets. Likewise, companies that have not been able to control a high market share need to pay attention to the company's competitive strength and evaluate the company's performance. In this case, it can be seen from the fact that Shariah banking is still unable to compete with conventional banks. So there is a need for the right strategy to excel in the competition.

Competitive advantage can be created well if the company is able to build, maintain and develop various advantages that are characteristic of the company as a result of the operation of various strategic assets owned and developed by the company.83 Each company will be able to implement competitive strategies by company principles. In this case, Shariah banking can be declared capable of implementing this superiority strategy, seen from the characteristics of the main principles of banking which are different from those of its competitors. By innovating and establishing the right strategy, Shariah banking is considered to be able to dominate the national banking market. Therefore, this paper discusses Factors Influencing The Market Share Of Sharia Banking In Indonesia (Literature Review Advanced Marketing Management)

B. Objective

The aim of crafting the "Literature Review Advanced Marketing Management" is to gain a deeper understanding of the content covered in the "Advanced Marketing Management" course, enabling its application in the composition of scholarly articles, theses, and literature review papers. This involves examining theories and scholarly articles from reputable journals related to the themes outlined in the Semester Learning Plan (RPS) based on Outcome-Based Education (OBE), to generate a conceptual framework for future research

In detail, the purpose of writing "Literature Review Advance Marketing Management" is to discuss the Competitive Advantage factor in mediating Customer Relations and company performance. Of course, not all of the company performance factors that will be discussed in this article only discuss their relation to market share growth. Therefore, the

[3] (Laras, Ikhtiar OJK dan Pelaku Industri Dongkrak Pangsa Pasar Bank Syariah di Indonesia, 2024)
[4] (Laras, Pangsa Pasar Bank Syariah Stagnan, Daya Saing Jadi Ganjalan, 2024)
[5] (Fadhilah, 2021)
[6] (Laras, Pangsa Pasar Bank Syariah Stagnan, Daya Saing Jadi Ganjalan, 2024)
[7] (Siahaan, 2017)
[8] (Siregar, 2016)

following problem can be summarized in the following questions:

1. Does Customer Relationship Marketing (CRM) gain more market share of Shariah Banking in Indonesia?
2. What is the relationship between CRM and the competitive advantage of Shariah Banking in Indonesia?
3. What is the relationship between the competitive advantage and market share of Shariah Banking in Indonesia?
4. Does competitive advantage have a moderating role in CRM and market share of Shariah Banking in Indonesia?

C. Relevant Previous Research:

Table I. Relevant Previous Research

No	Title	Variable	Similarity To This Article	Differences From This Article
1	Pengaruh Marketing Mix dan Customer Relationship Marketing melalui Keunggulan Bersaing dalam Meningkatkan Market Share Perbankan Syariah *(Influence of Marketing Mix and Customer Relationship Marketing through Competitive Advantage in Increasing Sharia Banking Market Share)* Yusni Fadhilah, Lu'lu'il Maknuun, Ceta Indra Lesmana 2021	Dependent Variable : Market Share Independent Variable : Marketing Mix Customer Relationship Marketing (CRM) Intervening Variable : Competitive Advantage	Dependent Variable used in this article is: Market Share Intervening Variable used in this article is: Competitive Advantage	Independent Variable used in this article is: Customer Relationship Marketing (CRM)
2	Faktor – Faktor Yang Mempengaruhi Keunggulan Bersaing Dalam Upaya Meningkatkan Market Share *(Factors That Influence Internal*	Dependent Variable : Market Share Independent Variable : Product Quality Product	Dependent Variable used in this article is : Market Share	Independent variable used in this article is : Customer

	Competitive Advantage Efforts to Increase Market Share) Lydia Apriliani, Augusty Tae Ferdinand 2015	innovation Price Intervening Variable : Competitive advantage	 Intervening Variable used in this article is : Competitive Advantage	Relationship Marketing (CRM)
3	The Role of Competitive Advantage Mediates The Influence of Customer Relationship Marketing I Made Astawa, Luh Komang Candra Dewi, and Sourtua Marbun 2021	Dependent Variable : Marketing Performace Independent Variable : Customer Relationship Marketing (CRM) Intervening Variable: Competitive advantage	 Independent Variable used in this article is: Customer Relationship Marketing (CRM) Intervening Variable used in this article is : Competitive Advantage	Dependent Variable used in this article is : Market Share

RESEARCH METHOD

The methodology utilized for crafting this academic article is rooted in a qualitative framework, complemented by an extensive literature review process known as Library Research. This method entails a thorough examination of various theoretical constructs and the intricate interplay among different variable s sourced from diverse academic repositories. Both conventional offline sources available in libraries and contemporary digital platforms such as Mendeley, Google Scholar, and other online databases are meticulously scrutinized to gather pertinent insights.

In qualitative research, the literature review assumes a critical role and must be consistently integrated in alignment with methodological principles. This necessitates an inductive approach, wherein the literature review process unfolds organically, without preemptively shaping the researcher's inquiries. The objective is to ensure that the exploration of existing literature remains impartial and does not unduly influence the direction of the research questions being posed. As noted by Ali and Limakrisna (2013), one of the fundamental rationales behind employing qualitative research methodologies lies in their inherently exploratory nature. This approach enables researchers to delve deeply into complex phenomena, uncovering nuanced perspectives and shedding light on previously unexplored facets of the subject matter.

RESULT

In the present dynamic landscape of business, the interplay between Customer Relationship Management (CRM), competitive advantage, and market share dynamics holds paramount importance, particularly within the Shariah banking sector. Understanding the intricate relationships among these factors is essential for organizations striving to maintain a competitive edge and expand their market presence. This article explores the multifaceted impact of CRM on market share and competitive advantage within the Shariah banking context, drawing insights from recent research findings. By examining the synergistic effects of CRM, competitive advantage, and market share dynamics, this article aims to provide valuable insights for businesses seeking to enhance their strategic positioning and performance in competitive markets. The following are the results of research from related previous papers, which have been outlined earlier.

A. The Effect of Customer Relationship Marketing (CRM) on Market Share

According to Ali hasan (2017), the application of Customer Relationship Management (CRM) exhibits a notable positive influence on market share, primarily attributed to its ability to cultivate and nurture customer loyalty. This assertion is particularly significant within the context of Shariah banking, where the establishment of loyal clientele translates into increased patronage of Shariah financial services, consequently contributing to the amplification of market share for Shariah banking institutions. Alihasan's findings, as documented in the study "Power Relationship Marketing in Business," corroborate the notion that CRM catalyzes the creation and sustenance of loyal customer bases, thereby fortifying the competitive stance of Shariah banks in the market.

Subsequent scholarly inquiries, exemplified by the research conducted by Fadhilah, Yusni, et al. (2021), further substantiate the pivotal role of CRM in shaping market share dynamics. Their study underscores the enduring and significant positive relationship between CRM strategies and the expansion of market share. Through meticulous examination and analysis, Fadhilah, Yusni, et al. underscore the inherent value of CRM initiatives in fostering customer engagement, satisfaction, and loyalty, all of which ultimately contribute to the augmentation of market share for businesses operating within the Shariah banking sector. These findings collectively underscore the enduring significance of CRM as a strategic tool for enhancing market presence and competitiveness in the realm of Shariah banking and beyond.

These findings collectively emphasize CRM's pivotal role as a strategic tool for enhancing market presence and competitiveness in the Shariah banking sector, underscoring the importance of continued investment in CRM strategies to maintain and expand market share amidst a competitive landscape.

B. The Effect of Customer Relationship Marketing (CRM) on Competitive Advantage

Research proving that customer relationship marketing (CRM) has a significant effect on competitive advantage was conducted by Fadhilah, Yusni, Et. All, (2021) who researched Shariah banks in Kediri have implemented a CRM strategy well which has an impact on customer satisfaction so that it can provide its competitive advantage. CRM emphasizes fulfilling customer needs and desires. Where in this study respondents stated agreement with each CRM indicator item. It can be concluded that CRM implemented by Sharia banks if done well, will increase competitive advantage.

Astawa, I Made, Et. All (2021), reported a significant relationship between customer relationship marketing and competitive advantage. Specifically, the findings suggest that as customer relationship marketing efforts increase, so does competitive advantage.

Conversely, a decrease in customer relationship marketing initiatives is associated with a decline in competitive advantage. These results underscore the crucial role of customer relationship marketing in bolstering a firm's competitive position within the market landscape.

These findings underscore the indispensable role of CRM in bolstering a firm's position within the competitive market landscape. By prioritizing customer relationships and satisfaction, businesses can effectively differentiate themselves and strengthen their competitive stance, reaffirming the significance of CRM as a strategic tool for sustained success in the marketplace.

C. The Effect of Competitive Advantage on Market Share

Studies focusing on competitive advantage emphasize its pivotal role in augmenting market share, a notion widely endorsed by experts. As highlighted by Hameed (2009), successful companies in various industries are distinguished by their ability to generate substantial sales, profits, and market share. Consequently, companies predominantly prioritize measures aimed at expanding market share by curbing competitors' market presence and thwarting the entry of new competitors. This competitive advantage framework is rooted in the generic strategy conceptualized by Porter (1998).

The impact of competitive advantage on market share is substantiated by research conducted by L. Apriliani (2015), aligning with the aforementioned perspective. Apriliani's findings underscore a significant correlation between competitive advantage variable s and the market share of Sharia banking. This research further underscores the crucial linkage between competitive advantage strategies and the attainment of a competitive edge within the Sharia banking sector, reinforcing the broader consensus on the importance of competitive advantage in driving market share growth.

D. Competitive Advantage Moderating CRM and Market Share

Drawing from the findings presented by Fadhilah, Y (2021), it can be deduced that competitive superiority plays a mediating role in the correlation between customer relationship marketing and market share. This implies that for businesses to attain a significant market share, it is essential to incorporate components of competitive superiority into their execution of customer relationship marketing strategies. Essentially, this underscores the importance of prioritizing competitive advantages for companies aiming to leverage their customer relationships efficiently in order to expand their market presence.

These findings collectively reinforce the consensus on the critical role of competitive advantage in driving market share growth, offering valuable insights for businesses seeking to enhance their market position and performance in competitive environments.

DISCUSSION

A. Conceptual Framework:

Based on the problem formulation, theoretical studies, relevant previous research and discussion of the influence between variable s, a framework for thinking is obtained for the article as below. Conceptual Framework :

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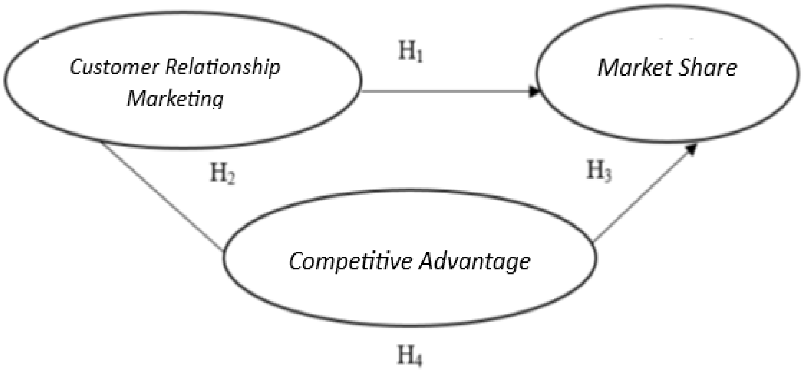

Chart I. Conceptual Framework

Ultimately, the interplay between Customer Relationship Management (CRM), competitive advantage, and market share dynamics is a critical consideration for businesses, particularly in the Shariah banking sector. Ali Hasan's research underscores the positive impact of CRM on market share, highlighting its ability to foster customer loyalty and thereby increase patronage of Shariah financial services. Similarly, subsequent studies by Fadhilah, Yusni, et al. reaffirm the importance of CRM in shaping market share dynamics, emphasizing the enduring relationship between CRM strategies and market expansion.

Furthermore, investigations into the relationship between CRM and competitive advantage by Astawa, I Made, et al. showcase how effective CRM implementation can enhance a firm's competitive position. The findings suggest a direct correlation between CRM efforts and competitive advantage, emphasizing the significance of prioritizing customer relationships and satisfaction to differentiate and strengthen market positioning.

Moreover, research by Hameed and Apriliani underscores the pivotal role of competitive advantage in driving market share growth. Successful companies prioritize strategies aimed at enhancing competitive advantage to secure substantial market presence and thwart competitors' advances. Additionally, Apriliani's findings suggest that competitive superiority mediates the correlation between CRM and market share, highlighting the importance of integrating competitive advantages into CRM strategies to effectively expand market presence.

In essence, these findings collectively emphasize the symbiotic relationship between CRM, competitive advantage, and market share growth, providing valuable insights for businesses seeking to navigate competitive landscapes and enhance their market position in the Shariah banking sector and beyond.

B. Other Factors Influencing Shariah Banking Market Share in Indonesia:

Based on theoretical studies and reviews of the results of relevant articles as well as images from the conceptual framework, it follows that: Customer Relationship Marketing (CRM) influences the market share of sharia banking in Indonesia with competitive advantage as a mediating factor. Apart from CRM and competitive advantage, many other factors can influence market share, including:

1. Regulatory Environment:
   The regulatory environment plays a crucial role in shaping the market share of Shariah banking. Regulations that support Islamic finance and ensure a level playing field can contribute to the growth of Shariah banks. Conversely, regulatory hurdles or lack of clarity may impede their market expansion.
   References:

a. El-Hawary et al. (2007) - Regulation and Supervision of Islamic Banks - *Journal of Banking & Finance.*
b. Yusuf, R., & Haryono, H. (2022). Analisis Kebijakan Makro Ekonomi Pemerintah Terhadap Peningkatan Market Share Bank Syariah di Indonesia. *Ad-Deenar: Jurnal Ekonomi dan Bisnis Islam.*
c. Nawawi, M, Et. All (2023)- Merger Bank Syariah BUMN: Strategi Peningkatan Pangsa Pasar Keuangan Syariah [BUMN Sharia Bank Merger: Strategy to Increase Sharia Financial Market Share]. *Banque Syar'i*

2. Consumer Awareness and Perception:
Awareness and perception of Shariah banking products and services among consumers can significantly impact market share. Positive perceptions regarding Sharia compliance, ethical principles, and financial stability may attract more customers to Shariah banks.
References:
a. Yasmin SEshdi, Et. All (2018).- The Impacts of Sharia Bank Customers' Awareness and Attitudes towards Shariah Working Capital Financing Use in Indonesia. *Journal of Islamic Studies.*
b. Azhmy. Muhamad (2020). – "The Influence Of Perception And Attitude Towards The Customer Behaviour In Using Sharia Banking Financial Services In Medan. *Jurnal Nisbah.*
c. Maulidya, M., & Putra, R. (2023). The Effect of Perceptions of Profit Sharing, Islamic Financial Literacy, and E-Banking on Customer Interests in Using Bank Syariah Indonesia (BSI) Services Religiosity as a Moderating Variable . *JESI (Jurnal Ekonomi Syariah Indonesia), 13(2), 225-244.*

3. Economic Conditions:
Macroeconomic factors such as GDP growth, inflation rates, and interest rates can influence the demand for Shariah banking products. Economic stability and favourable conditions may lead to higher market share for Shariah banks.
References:
a. Syarvina, Wahyu (2023) - Determinants of Sharia Banking Market Share in Indonesia. *IJEBE (International Journal of Islamic Business Ethics.)*
b. Widyastuti, E., & Arinta, Y. N. (2020). Perbankan Syariah dan Pertumbuhan Ekonomi Indonesia: Bagaimana Kontribusinya?. *Al-Muzara'ah,*
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4. Technological Advancements:
Technological innovations and advancements in digital banking infrastructure can enhance the accessibility and efficiency of Shariah banking services. Shariah banks leveraging technology effectively may gain a competitive edge and increase their market share.
References:
a. AL Maliki, Faiz (2019) – Pemanfaatan Teknologi Informasi Dalam Meningkatkan Market Share Bank Syariah *(Studi Empiris di Bank Syariah Mandiri).* [Utilization of Information Technology in Increasing Market Share of Sharia Banks (Empirical Study at Bank Syariah Mandiri)]. *S1 report , Fakultas Agama Islam Universitas Muhammadiyah Jakarta.*
b. Niswah, Khairun, Et. All, (2022) – Analisis Strategi Manajemen Bank Syariah Indonesial Dalam Meningkatkan Market Share Melalui Pemalnfaatan Tekhnologi

Informasi [Analysis of Indonesian Sharia Bank Management Strategy in Increasing Market Share Through the Use of Information Technology]. *Jurnal Kajian Ekonomi & Bisnis Islam.*

c. Amalina, Nur, et. All (2023) – Analisis Strategi Pemasaran Bank Syariah Indonesia Dalam Meningkatkan Pangsa Pasar Melalui Pemanfaatan tekhnologi Informasi [Analysis of the Marketing Strategy of Indonesian Sharia Banks in Increasing Market Share Through the Use of Information Technology]. *Journal of Management and Creative Business (JMCBUS)*

5. Market Competition:
   The competitive landscape, including the presence of conventional banks and other financial institutions, can impact Shariah banking market share. Strategies adopted by competitors and market positioning efforts influence customer choices.
   References:
   a. Muhammad Bilal Zafar, et. All (2020). Islamic Banking in Pakistan: Emergence, Growth, and Prospects. *Researchgate publication*.
   b. Mawardi, W. (2020). Competition and financial effects between Islamic and conventional banking. WSEAS Transactions on Business and Economics.
   c. Rinaldi, R. and M. Budi Prasetya (2019)- Market Structure and Bank Stability: Comparison between Conventional and Islamic Banks in Indonesia. *Pertanika Journal*

6. Marketing Mix Strategies:
   The marketing mix strategies can indeed affect market share in Shariah banking in Indonesia, just as it does in conventional banking. The marketing mix consists of the four Ps: product, price, place, and promotion. Studies examining the impact of the marketing mix on market share in Shariah banking in Indonesia may provide valuable insights into the specific strategies and tactics employed by banks in this market. These studies can offer practical implications for banks seeking to enhance their market share through strategic marketing initiatives tailored to the unique characteristics and preferences of Indonesian consumers.
   References:
   a. Fadhilah, Yusni, Et. All (2021) – Pengaruh Marketing Mix dan Customer Relationship Marketing melalui Keunggulan Bersaing dalam Meningkatkan Market Share Perbankan Syariah [The Influence of Marketing Mix and Customer Relationship Marketing through Competitive Advantage in Increasing Sharia Banking Market Share]. *Jurnal Dinamika Ekonomi Syari'ah.*
   b. Budiarti, Endah, Et. All (2018) - Effect of customer relationship management, marketing mix, service quality, entrepreneurs orientation to competitive advantages and its impact on marketing performance at the public market. *Archives of Business Research.*
   c. Rusliani. (2017). Analisis model promosi Bank Muamalat Indonesia terhadap Market Share kota bandar lampung. *Jurnal Ekonomi Syariah*

These factors interact dynamically, shaping the market share of Shariah banking institutions in different regions and contexts. These findings suggest that various factors, including capital, financial ratios, market power, risk-sharing financing, and the merging of Shariah banks, can all play a role in influencing market share in the Shariah banking industry in Indonesia.

CONNCLUSSION

In conclusion, the conceptual framework constructed from the synthesis of problem formulation, theoretical studies, and previous research highlights the intricate relationship between Customer Relationship Management (CRM), competitive advantage, and market share dynamics, particularly within the Shariah banking sector. The research by Ali Hasan underscores the positive impact of CRM on market share, emphasizing its role in fostering customer loyalty and increasing patronage of Shariah financial services. Subsequent studies by Fadhilah, Yusni, et al. further reinforce the importance of CRM in shaping market share dynamics, emphasizing its enduring relationship with market expansion.

Moreover, investigations by Astawa, I Made, et al. demonstrate how effective CRM implementation can enhance a firm's competitive position, emphasizing the direct correlation between CRM efforts and competitive advantage. Additionally, research by Hameed and Apriliani underscores the pivotal role of competitive advantage in driving market share growth, highlighting its mediation in the correlation between CRM and market share.

Expanding on the factors influencing Shariah banking market share in Indonesia, several key determinants emerge. These include the regulatory environment, consumer awareness and perception, economic conditions, technological advancements, market competition, and marketing mix strategies. Each factor interacts dynamically, influencing the market share of Shariah banking institutions in different contexts. These findings underscore the multifaceted nature of market share dynamics in the Shariah banking sector and provide valuable insights for businesses seeking to navigate competitive landscapes and enhance their market position in Indonesia.

Future research in marketing strategies should focus on exploring the long-term effects of CRM on customer retention and loyalty in the Shariah banking sector. Additionally, there's a need to investigate emerging trends in technological advancements, assess the impact of regulatory changes, analyze consumer awareness and perception, and examine cross-sectoral marketing strategies. These research areas will provide valuable insights for developing effective marketing strategies that drive sustainable growth and competitive success in the evolving landscape of the Shariah banking sector.

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