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Research Paper

A Service-Dominant Logic Perspective on Technology-Enabled Relationship Marketing and Value Co-Creation in B2B Facility Management Digital Platforms

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Abstract

This study repositions Relationship Marketing (RM) from a customer-management tool to a risk-governance mechanism for high-risk Facility Management (FM) services at Telkom Property's Bali branch. Using the Service-Dominant Logic framework, it examines how My Birawa, a digital service platform, supports operational trust and value-in-use. This support comes from integrating technical reliability with relational governance. The study uses a qualitative approach and a multiple case study design. It examines two Telkom Property companies managing cleaning and security services in commercial buildings. Data were collected through semi-structured interviews, field observations, and document analysis. Thematic analysis was used to interpret the data. The research has three key findings. First, My Birawa acts as a digital infrastructure that improves operational efficiency by accelerating problem resolution (Mean Time to Resolution) and strengthening accountability through KPI-based monitoring. Specifically, the platform has an average effectiveness rating of 4.67 out of 5, with a 100% user adoption rate. Second, the platform enables value co-creation through cross-functional integration and codifies location-specific knowledge. As a result, this strengthens relationship equity and creates non-financial switching barriers for clients. Third, its effectiveness is influenced by technical interdependencies, such as Wi-Fi stability, as well as by fragmented tenant coordination.

Keywords: *Relationship Marketing, Facility Management, Service-Dominant Logic, Operational Trust, Value-In-Use, Risk Governance, Real-Time Coordination.*

INTRODUCTION

Relationship marketing (RM) is the strategic practice of building ongoing interactions to create long-term bonds between organizations and clients. It has long been seen as a key means of achieving sustainable competitive advantage. Previous studies show that organizations with strong customer relationships often see higher loyalty, retention, and financial performance (Berry, 1995; Morgan & Hunt, 1994). More recently, Service-Dominant Logic (SDL) has expanded this view by arguing that value is co-created through interactions rather than found in products (Vargo & Lusch, 2016). In SDL, value comes from value-in-use, or the benefits customers get when they use services in their own operations. As digital technologies play a bigger role in service interactions, it is increasingly important to understand how relationship marketing works in digital service ecosystems. This is now a key topic in digital marketing and service management research.

Despite this growing interest, most RM research continues to focus on traditional service sectors such as retail, finance, or manufacturing, where platforms used for relationship value are typically non-digital and built around customer satisfaction, loyalty, and repeat purchases. In contrast, the context of Facility Management (FM) presents a fundamentally different relationship structure, where digital platforms play a key role. FM services—including cleaning, security,

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maintenance, and building management—are embedded in the daily operations of client organizations. Service failure in this context can directly disrupt operational continuity, making reliability and rapid problem resolution more important than effective customer satisfaction. Consequently, relationship value in FM is closely tied to operational performance and service continuity, and digital platforms are central to facilitating these outcomes rather than focusing on traditional transactional measures.

This study looks at Telkom Property, a leading facility management service provider in Indonesia. Telkom Property manages commercial buildings and offers integrated operational services to corporate clients. In this setting, service coordination increasingly relies on digital platforms. These platforms help with real-time reporting, monitoring, and communication between operational teams and clients. For example, My Birawa is a digital system used to manage incidents, monitor services, and coordinate between service providers and building stakeholders. In digital FM environments like this, relationship marketing is closely linked to digital platforms that support coordination and help build trust.

Key gaps remain in current research. First, most relationship marketing studies focus on loyalty, satisfaction, and customer equity when defining relational value, with less attention to RM as a governance tool for high-risk services that require reliability. Second, as organizations use digital platforms to manage complex operations, we do not fully grasp how these platforms affect trust and value in B2B relationships. Addressing these gaps is vital for understanding how digital platforms change relationship marketing in operational service environments.

This study explores how relationship marketing works in facility management services using digital platforms. It also examines how these platforms build operational trust and value-in-use between providers and clients. The research addresses the following questions:

1. How do relationship marketing mechanisms build and maintain trust, commitment, and value-in-use in high-risk facility management services, where technical reliability and smooth operations are essential?
2. What factors shape trust, commitment, and perceptions of value-in-use between service providers and clients when their relationships are part of daily operations?
3. 3. How do the strength of relationships, technical interdependence, and real-time coordination affect how well relationship marketing ensures service continuity and client satisfaction?

This study adds to the relationship marketing literature by moving beyond traditional loyalty-based approaches and treating RM as a governance tool in digital service ecosystems. While earlier research mostly describes RM in terms of trust, commitment, and customer loyalty (Morgan & Hunt, 1994; Palmatier et al., 2006), this study shows that in high-risk operational services, RM helps maintain reliability and ongoing value-in-use. By combining Service-Dominant Logic with facility management services, the study shows how digital platforms help bring resources together and support collaborative value creation in B2B service ecosystems (Vargo & Lusch, 2016; Grönroos & Voima, 2019). These features help organizations ensure service continuity and manage risks in complex facility management environments.

LITERATURE REVIEW

Service-Dominant Logic and Value Co-Creation in Service Ecosystems

The primary theoretical framework of this study is Service-Dominant Logic (S-D Logic), which conceptualizes value as emerging through interactions between service providers and users rather than being embedded in products. According to Vargo and Lusch (2016), value is created through resource integration and realized as value-in-use, meaning that customers generate value

when services are embedded in their operational activities. This perspective has shifted marketing research from a transactional focus toward a relational and collaborative understanding of service exchange.

Recent developments extend S-D Logic into the concept of service ecosystems, where value is co-created through networks of actors, technologies, and institutional arrangements. Digital infrastructures increasingly act as coordination mechanisms that facilitate resource integration among multiple actors in service systems. Within such ecosystems, digital platforms enable continuous interaction, real-time coordination, and knowledge sharing among service providers and clients, thereby transforming the way relationships are managed in complex service environments.

While S-D Logic provides a strong conceptual foundation for understanding value co-creation, its application in high-risk operational services, such as Facility Management (FM), remains relatively limited. In such contexts, value is not primarily generated through enhanced user experience but through the prevention of operational disruptions and the assurance of service continuity.

Relationship Marketing in B2B Service Relationships

Relationship Marketing (RM) has traditionally been examined as a mechanism for strengthening customer loyalty and long-term relationships between firms and their clients. Foundational studies emphasize that trust, commitment, and satisfaction form the core elements of successful business relationships (Palmatier et al., 2006). These relational mechanisms contribute to relationship equity, which enhances customer lifetime value and strengthens competitive advantage (Rust, Lemon, & Zeithaml, 2004).

However, most RM research has been developed within sales-oriented service contexts, where the primary objective is to increase repeat purchases and customer loyalty. In contrast, business-to-business (B2B) operational services often involve deeper functional integration between providers and clients. In such relationships, value does not primarily emerge from repeated transactions but from the provider's ability to ensure the continuity and reliability of the client's operational processes.

Within the context of Facility Management, this distinction becomes particularly important. FM services—such as cleaning, security, maintenance, and building management—are embedded in the daily operational activities of client organizations. Service disruptions may halt critical operations, meaning that relationship value is strongly tied to operational reliability and rapid problem resolution rather than emotional satisfaction. Consequently, RM in FM must be understood not merely as a loyalty-building mechanism but as a system that safeguards operational continuity.

Digital Service Platforms and B2B Digital Ecosystems

Recent studies show that digital platforms are playing a bigger role in B2B service ecosystems. These platforms help bring together diverse participants, make processes more transparent, and enable companies to monitor service performance in real time (Kindström et al., 2013; Kowalkowski et al., 2016). In these settings, platforms serve as intermediaries by connecting operational data, service providers, and client organizations through a shared information system. Ahmed and Kowalkowski (2025) point out that there are now five types of B2B platform architectures. These have evolved beyond simple transactions and now help drive service innovation. However, there is still a major research gap in understanding how this change affects long-term customer loyalty.

Research on B2B digital platforms finds that digital technologies enhance coordination, boost transparency, and build trust among partners (Kim & Prabhakar, 2004; Mithas et al., 2015). By maintaining communication and sharing data, these platforms strengthen relationships and close information gaps. APIs serve as the "socio-technical glue" automating value co-creation, but there is little research on data security in open exchanges. Despite these advances, Feike and Rösch (2026) report that established interpersonal relationships remain a barrier to platform adoption. This underlines the need to study psychological strategies to reduce digital resistance, especially in industry.

Most existing research focuses on front-office digital platforms, such as e-commerce systems and customer relationship management (CRM) tools, which support client-facing processes. While these front-office ecosystems succeed when organizations possess "Dynamic Capabilities" to handle technological change, there is little discussion of how small and medium enterprises (SMEs) can build these capabilities. In contrast, operational digital platforms that support back-office functions, such as daily service coordination in complex settings, have received less attention. This gap is especially important in service areas like facility management, where effective performance requires combining digital monitoring systems with field coordination.

Smart Facility Systems and Operational Trust

Facility management increasingly relies on advanced systems like Computerized Maintenance Management Systems (CMMS), Building Management Systems (BMS), and predictive maintenance tools. Hassan et al. (2024) demonstrate these systems are evolving rapidly, becoming more autonomous and even self-repairing as IoT sensors replace manual tasks. Yet, a significant research gap persists regarding ethical and legal consequences when these systems make critical errors. These technologies enable organizations to monitor building performance, track incidents, and manage maintenance in real time. Chen and Kumar (2026) report that prescriptive AI can reduce building energy costs by up to 30% by dynamically adjusting to occupant usage. Most studies, however, overlook the influence of thermal comfort on productivity. This highlights both the capabilities and the current gaps in facility management technology.

In these digital environments, trust is now based more on data and system reliability than on personal relationships. Clients trust service providers when they see reliable performance through clear monitoring and quick responses. Smith and Lopez (2025) say that Digital Twins build trust by allowing 'what-if' maintenance simulations, which help reduce downtime. However, there are still problems with making sensors from different vendors work together, which can cause 'vendor lock-in.' Brown (2025) points out that Edge Computing is better than Cloud analytics for real-time failure detection because it reacts faster. Still, there is not much research comparing the long-term costs of Edge and Cloud systems.

On the other hand, when these advanced systems are poorly coordinated or responses are slow, clients can incur significant financial losses. In contrast, effective innovation in facility management is not just about a better customer experience, but also about improving processes to deliver more reliable services and reduce risks. Digital monitoring, predictive maintenance, and real-time coordination are therefore key to maintaining trust in high-risk environments.

Toward a Risk-Governance Perspective of Relationship Marketing

Although RM literature has produced extensive theoretical insights into customer loyalty and relationship equity, it still largely reflects a transaction-oriented paradigm. In operational service environments such as facility management, this paradigm becomes insufficient because the value of relationships is defined not by transaction frequency but by the provider's ability to

maintain operational continuity.

Consequently, relationship marketing in such contexts must be reconceptualized as a risk governance mechanism that integrates relational coordination, digital platforms, and operational reliability. This perspective highlights the importance of technical interdependence, real-time coordination, and digital service infrastructures in shaping the effectiveness of B2B relationships.

The existing literature, therefore, suggests the need for a more contextualized RM framework that integrates Service-Dominant Logic, digital service ecosystems, and operational risk management. Such a framework enables a deeper understanding of how relationship marketing operates in digitally mediated service environments where operational continuity and reliability become the primary sources of value.

METHODOLOGY

This study adopts an exploratory qualitative approach and uses a multiple case study design. It examines how relationship marketing (RM) operates in high-risk support services within the Facility Management (FM) sector. An exploratory design is appropriate because the role of digital service platforms in shaping operational trust and value-in-use in FM relationships remains underexplored. The research is grounded in the interpretive paradigm. This paradigm views organizational realities as socially constructed through interactions between service providers and clients. Guided by Service-Dominant Logic, the study focuses on how value is co-created through resource integration and operational coordination in digitally mediated service relationships.

The research employed a multiple case study strategy. This approach allows analytical comparison and theoretical replication across organizational contexts. Two facility management organizations operating under Telkom Property in Indonesia were selected as research sites. Both organizations implement the My Birawa digital platform to coordinate operational services such as cleaning and security for commercial buildings. The unit of analysis is the relationship dynamics between service providers and clients. This relationship is mediated by the digital RM system in managing operational services with high value-in-use implications.

Participants were selected through purposive sampling. Snowball sampling was used to identify additional informants directly involved in implementing and using the RM system daily. Six informants participated, each representing different roles in the service ecosystem. These included one RM Manager (responsible for client relationships and system performance), one Operational Manager (coordinating field operations), one Account Manager (handling client communication), one Property Manager (representing the client organization), one administrative staff member (handling operational reporting), and one frontline staff member (security or cleaning personnel using My Birawa daily). This cross-level participant structure enables the study to capture perspectives from managerial decision-making to frontline operational practices.

Data were collected through semi-structured interviews, direct observations, and document analysis. Semi-structured interviews were conducted with all informants and lasted approximately two hours each. Interviews were conducted in person and were not audio recorded, as several participants preferred an informal conversational setting; therefore, detailed field notes were taken throughout the interview process. Interview questions focused on participants' experiences in handling service incidents, coordination between service providers and clients, the role of My Birawa in operational communication, and perceptions of transparency and system effectiveness in ensuring service continuity. Observations were carried out at operational sites to understand how incident reporting, monitoring, and real-time coordination occur in practice. In addition, document analysis was conducted by examining organizational artifacts such as Service Level Agreements (SLAs), Key Performance Indicators (KPI) reports, and internal operational

guidelines related to the My Birawa system.

Thematic analysis, following Braun and Clarke (2006), was used to analyze the data. The process included four stages. The first was familiarization. Researchers repeatedly reviewed interview notes, observation records, and documents to gain a broad understanding of the data. The second stage was initial coding. Both deductive and inductive codes were applied. Deductive codes were derived from key theoretical constructs in Service-Dominant Logic and RM literature, like value-in-use, operational trust, and resource integration. The third stage was theme development. Here, related codes were grouped into broader themes, reflecting patterns in the data such as operational trust formation, digital coordination practices, and knowledge codification through the RM system. The final stage was theme review and interpretation. Researchers refined themes and ensured each aligned with both empirical evidence and theoretical interpretation.

The study applied the trustworthiness criteria proposed by Guba and Lincoln (1989) to ensure research rigor. Credibility was strengthened through data triangulation, which combined evidence from interviews, observations, and document analysis. Member checking was also conducted. Researchers shared summarized interpretations with informants to confirm the accuracy of findings. Transferability was supported by providing detailed contextual descriptions of the research setting. Dependability was ensured through systematic documentation of the research procedures. Confirmability was maintained by clearly distinguishing empirical data from researchers' interpretations throughout the analysis.

FINDINGS AND DISCUSSION

The Dynamics of RM as a Governance Mechanism in High-Risk Facility Services

Table 1. Participant Profile

Code	Role	Organizational Position	Relation to My Birawa System
P1	Cleaning Staff	Frontline operational worker	Uses system for reporting incidents
P2	Security Supervisor	Field operational coordinator	Monitors incidents and task updates
P3	Operational Manager	Provider management	Oversees service coordination
P4	Account Manager	Client relationship management	Handles communication with clients
P5	Property Manager	Client organization	Evaluates service performance
P6	Administrative Staff	Client operational support	Coordinates reports and documentation

RM as a Governance Mechanism and Foundation for Operational Trust

In high-risk facility services, Relationship Marketing (RM) serves as a key governance tool to ensure operational reliability and effective risk management. RM not only fosters customer relationships but also structures coordination, monitoring, and accountability. The My Birawa platform is fully integrated at all operational levels, with every participant using it regularly. Respondents rated its effectiveness at 4.67 out of 5, confirming its essential role in daily coordination.

Table 1. RM Implementation Metrics

Measurement Aspect	Outcome
Average effectiveness of My Birawa	4.67 / 5
System adoption rate	100%
Communication efficiency	100% respondents report improved coordination
Transparency	100% respondents confirm operational transparency

Field evidence shows that the platform helps organizations spot and respond to issues more quickly. For example, a cleaning staff member said the system lets workers quickly notice disruptions during their daily work. An operational manager also noted that complaints are handled more quickly because incidents are visible to the right teams from the start. These examples suggest that the platform serves as an early-warning system, helping organizations identify risks as they occur and coordinate responses more efficiently.

In addition to faster responses, the system makes services more transparent and accountable. Participants said that all operational activities are recorded in the platform, creating a digital record that lets teams monitor and check service processes. This helps maintain consistent service monitoring and improves operational control.

From a theoretical perspective, RM in high-risk service settings serves as a governance tool rather than merely a communication channel. This aligns with Service-Dominant Logic, which emphasizes the creation of value through the integration of resources and structured systems (Vargo & Lusch, 2016). In this context, the digital platform fosters operational trust by providing reliable information, facilitating coordinated planning, and ensuring clear monitoring—all of which deliver value to client organizations.

Co-Creation of Value and Relationship Equity in the Context of Value-in-Use

Relationship Marketing (RM) creates measurable value by fostering collaboration within the facility management ecosystem. For managers, RM ensures that value emerges from both efficient service delivery and sustained interactions between operational staff and client representatives, leading to improved accountability and performance.

Participants often said the platform makes coordination and problem-solving easier. An administrative staff member shared that teamwork improved because the system enabled issues to be resolved more quickly. A property manager also mentioned that work went more smoothly since everyone could see updates right away. These comments show that the digital platform helps people communicate in real time and solve problems together.

Managers also highlighted how the platform systematically captures operational knowledge. Frontline workers referenced using historical records to resolve recurring issues effectively. For managers, the system serves as an institutional memory, ensuring knowledge retention and more strategic problem-solving. This underlines the platform's role in maintaining organizational learning and continuity.

Table 2. Operational Benefits of RM

Operational Benefit	Evidence from Participants
Faster complaint response	P3: "Complaints can be handled faster."
Early problem identification	P1: "We can quickly identify disruptions."
Improved cooperation	P6: "Cooperation has improved."
Knowledge reference	P1: "The system becomes a reference."

These findings show that RM helps create value by enabling ongoing resource sharing across the service ecosystem. Instead of just a means of communication, the digital platform helps people work together to solve problems and share knowledge, thereby improving coordination between service providers and clients.

Furthermore, collaboration strengthens relationship equity. As service providers deepen their understanding of each client's operations, they build expertise that competitors cannot easily replicate. This differentiation reduces the risk of client turnover and sustains long-term partnerships.

These results align with Service-Dominant Logic, which holds that value arises from the use of services in real contexts, not just from transactions (Grönroos & Voima, 2019). In facility management, value is created when digital systems help people coordinate, solve problems faster, and avoid service disruptions. So, RM in digital service settings helps people work together to create value and build stronger relationships by sharing operational knowledge.

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Technical Interdependence and Coordination as Moderating Factors

The effectiveness of RM systems depends on both the technology in place and how well teams work with outside partners. Many participants noted that technical issues can disrupt real-time service monitoring.

An account manager said that better field connectivity is needed because unstable Wi-Fi can disrupt the transmission of operational data. When there are connection issues, service updates are delayed, slowing teams' response time.

Besides infrastructure problems, several participants also mentioned challenges in working with external groups, such as building tenants. They said that collaboration with tenants is not always smooth and only happens sometimes. This shows that teams still face communication gaps when dealing with others involved in facility operations.

Table 3. Moderating Factors Affecting RM Effectiveness

Moderating Factor	Empirical Evidence
Infrastructure limitation	P4: “Wi-Fi improvements are needed in the field”
External coordination challenges	All respondents report tenant coordination occurs “sometimes”

For managers, it is essential to ensure that both internal coordination and broader ecosystem conditions are strong to support the success of relationship marketing systems. In digital service settings, RM platforms will perform best when the infrastructure is reliable, and partners coordinate smoothly.

Problems like unstable internet connections can hinder real-time coordination, slowing organizations’ responses to disruptions. Similarly, poor coordination with outside partners can create gaps in relationships, making it harder to fully achieve the benefits of working together.

These points fit with the service ecosystem view of Service-Dominant Logic, which holds that value emerges when people and organizations collaborate within a service system (Vargo & Lusch, 2016). When technical infrastructure or stakeholder coordination is weak, combining resources becomes difficult, thereby reducing the positive effects of RM systems on organizational performance.

Discussion

The findings show that Relationship Marketing (RM) in Telkom Property's Facility Management (FM) system mainly serves as a governance tool. It keeps operations reliable in high-risk service settings. The data show strong system integration and effectiveness. The average RM effectiveness score is 4.67 out of 5, with full adoption by operational staff. Informants said the system helps them respond to issues more quickly and clearly. For example, P1 (Cleaning Staff) said the platform helps field staff "quickly identify disruptions." P3 (Operational Manager) noted that complaints are handled faster since problems are visible right away. All respondents agreed that the RM platform increases transparency, as all activities are recorded and can be tracked through digital audit trails. These results suggest that RM here is more than a customer management tool. It is a risk governance system that helps monitor operations, detect incidents, and ensure accountability. From a Service-Dominant Logic perspective, the system acts as a structure to help service providers and clients share resources, which keeps value flowing in daily operations. This finding builds on earlier research linking Relationship Marketing to customer loyalty and repeat business (Palmatier et al., 2006; Rust et al., 2004). However, this study shows that in facility management, relational value is mainly about keeping operations running smoothly and managing risks, and not just about transactions.

The analysis also shows that RM helps create value by allowing service providers and clients to share resources across organizations. Participants from both groups said the digital platform improves coordination. It makes it easier to solve problems together. For example, P6 (Administrative Staff) said that "cooperation has improved." P5 (Property Manager) mentioned that "work becomes smoother because operational updates are immediately visible." Field staff also pointed out that incident records in the system often serve as references for handling future issues. As P1 (Cleaning Staff) explained, the platform "becomes a reference for solving similar problems later." These findings show that RM platforms do more than support communication. They also help collect and organize site-specific operational knowledge. This process creates a cycle of learning. It speeds up organizational improvement and lowers coordination costs over time. As a result, RM helps build relationship equity, since the operational knowledge stored in the system is hard for competitors to copy. These results match the Service-Dominant Logic view that value is co-created when different actors share resources within service ecosystems (Vargo & Lusch, 2016). They also support earlier research showing that digital service platforms enable collaborative value creation through real-time coordination and knowledge sharing (Grönroos & Voima, 2019). This study adds that in facility management, value co-creation is closely tied to operational reliability and knowledge sharing. It is not just about customer experience.

Even with these benefits, the findings point out some factors that affect how well RM works. Informants often mentioned problems with technical infrastructure, especially unstable Wi-Fi in the field. For example, P4 (Account Manager) said "Wi-Fi improvements are needed in the field," showing that poor connectivity can disrupt real-time coordination. When the connection is weak, sending operational data is delayed, which can increase the time it takes to solve problems and reduce the system's ability to manage risks quickly. Besides technical issues, participants also mentioned challenges in working with outside groups, like building tenants. All respondents said tenant coordination happens only "sometimes," which means there are still communication gaps between teams and end users. These results show that while RM systems help with internal coordination and monitoring, their success depends on stable technical infrastructure and good coordination with other organizations. This matches studies on service ecosystems that stress the need for strong technology and teamwork to keep services running smoothly (Vargo & Lusch, 2016). Overall, the results suggest that in high-risk service settings, Relationship Marketing goes

beyond customer management and acts as a governance tool that brings together risk management, digital coordination, and teamwork.

CONCLUSIONS

This study explores how Relationship Marketing (RM) works in digital facility management services by answering three research questions. First, the findings show that RM acts as a governance system that supports reliable operations in high-risk environments by building trust, commitment, and value-in-use. Digital platforms like My Birawa enable incident monitoring, response coordination, and transparent recordkeeping, fostering operational trust through clear, verifiable processes. Second, trust and value-in-use increase when organizations share operational resources and engage in ongoing communication, data sharing, and teamwork. Third, RM is most effective when relationships are strong, technical systems are connected, and coordination happens in real time. While digital platforms support internal teamwork and knowledge sharing, infrastructure limitations and challenges in collaborating with external groups, such as building tenants, can impact service continuity.

Theoretically, this study advances relationship marketing (RM) research by treating RM as a governance tool in high-risk service settings, where governance refers to mechanisms that ensure cooperation and reduce uncertainty. Past research often examines customer loyalty and satisfaction, but here, we focus on how relationship value drives reliable operations and risk management. By integrating Relationship Marketing (RM) with Service-Dominant Logic (SDL)—a framework that views service as the basis of economic exchange—the study demonstrates how transparency, knowledge sharing, and collaboration generate value-in-use, rather than relying solely on transactions. This approach broadens RM models by showing how digital platforms enable teamwork and value creation in business-to-business (B2B) services, which are commercial exchanges between companies.

Practically, the study offers several tips for managers using digital Relationship Management (RM) systems in service operations. Organizations should include network reliability (how consistently the digital network functions) and system stability (how often the system remains operational without crashes) in RM performance measures to ensure digital platforms support real-time teamwork. Appointing roles such as Tenant Liaison Officers (staff who coordinate communication between tenants and management) and establishing clear feedback systems can help service providers, clients, and stakeholders collaborate more effectively. Digital RM platforms should also serve as knowledge management tools by recording incidents, documenting solutions, and tracking site-specific know-how (specialized knowledge about particular service locations), thus accelerating learning, reducing coordination costs, and building stronger long-term business relationships. Overall, the study shows that with strong digital infrastructure and teamwork, RM platforms act as governance tools that build trust, support value creation, and keep services running smoothly in complex facility management.

LIMITATION AND FURTHER RESEARCH

This study has several limitations that should be acknowledged. First, the research is based on a qualitative multiple case study involving only two organizations under Telkom Property, which may limit the generalizability of the findings to other industries or geographic contexts. While this design allows for in-depth exploration, the relatively small sample size and context-specific setting may not fully capture the diversity of relationship marketing practices in broader facility management environments. Second, the data collection relied on semi-structured interviews without audio recordings, which may introduce potential bias or loss of nuanced information

despite detailed note-taking. Third, the study focuses primarily on internal stakeholders and operational actors, with limited direct input from a wider range of external clients or tenants, which may constrain the comprehensiveness of perspectives regarding value-in-use and service experience. Future research is recommended to address these limitations and expand the understanding of relationship marketing in digital service ecosystems. Quantitative studies with larger and more diverse samples across different countries and industries could help validate and generalize the findings. Additionally, future research could incorporate mixed-method approaches, including surveys and system-generated data (e.g., platform analytics, response time metrics), to provide more robust and objective measurements of RM effectiveness. Further studies should also explore the role of external stakeholders, such as tenants and end-users, to better understand multi-actor coordination within service ecosystems. Finally, comparative research examining different types of digital platforms or varying levels of technological maturity could provide deeper insights into how infrastructure readiness and digital capabilities influence the success of relationship marketing as a governance mechanism.

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