Analysis of Customer Relationship Management Implementation at PT. SDI Motor Gresik

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ABSTRACT

PT. Srikandi Diamond Indah Motors Gresik is a Mitsubishi dealer that provides 3S services, namely Sales, Service and Spare parts by serving the sale of Mitsubishi brand passenger vehicles. This study aims to determine the analysis of Customer Relationship Management at PT. Srikandi Diamond Indah Motors Gresik. This study uses a qualitative method. This research approach uses a case study type to reveal carefully, in detail and in depth regarding the implementation of Customer Relationship Management (CRM) at PT. Srikandi Indah Diamond Motors Gresik in establishing relationships with customers. The Analysis Unit includes customers and relevant informants, namely 2 Customers, 1 Marketing Manager and 1 employee. PT. Srikandi Diamond Indah Motors Gresik in implementing Customer Relationship Management by doing. Customer recognition by establishing open and interactive communication with customers can help to understand their needs and preferences more deeply. This can be done by asking relevant questions or offering additional assistance. In conducting customer segmentation, the company does this by grouping them by demographics, geography, needs and benefits. Building interaction with customers, the company does this through customer service, namely customer service, interaction through social media, and also following up customers after the purchase stage is done and not forgetting to conduct customer satisfaction surveys. Adjusting customer needs, the company does this by implementing it by interacting with customers at dealers, company staff interact directly with customers. They provide information about products, help customers choose the right product, and provide the advice they need.

Keywords: Customer Relationship, Management, Segmentation, Service, Communication

ABSTRAK

PT. Srikandi Diamond Indah Motors Gresik merupakan dealer Mitsubishi yang memberikan layanan 3S yaitu Sales, Service dan Sparepart dengan melayani penjualan kendaraan penumpang merk Mitsubishi. Penelitian ini bertujuan untuk mengetahui analisis Customer Relationship Management pada PT. Srikandi Diamond Indah Motors Gresik. Penelitian ini menggunakan metode kualitatif. Pendekatan penelitian ini menggunakan tipe studi kasus untuk mengungkapkan secara cermat, terperinci dan mendalam terkait penerapan Customer Relationship Management (CRM) di PT. Srikandi Indah Diamond Motors Gresik dalam menjalin hubungan dengan pelanggan. Unit Analisis mencakup pelanggan dan informan yang relevan, yaitu 2 Pelanggan, 1 Manajer Pemasaran dan 1 karyawan. PT. Srikandi Diamond Indah Motors Gresik dalam penerapan Customer Relationship Management dengan melakukan. Pengenalan pelanggan dengan menjalin komunikasi yang terbuka dan interaktif dengan pelanggan dapat membantu untuk memahami lebih dalam kebutuhan dan preferensi mereka. Ini bisa dilakukan dengan menanyakan pertanyaan yang relevan atau menawarkan bantuan tambahan. Melakukan segmentasi customer, perusahaan melakukan dengan cara pengelompokan secara demografi, geografi, kebutuhan dan manfaat. Membangun interaksi dengan customer, perusahaan melakukan dengan melalui layanan

pelanggan yaitu costumer service, interaksi melalui media sosial, dan juga meng follow-up pelanggan setelah tahap pembelian dilakukan dan tak lupa melakukan survei kepuasan pelanggan. Menyesuaikan kebutuhan pelanggan, perusahaan melakukan dengan mengimplementasikan dengan cara melakukan interaksi kepada pelanggan di dealer, staf perusahaan berinteraksi langsung dengan pelanggan. Mereka memberikan informasi tentang produk, membantu pelanggan memilih produk yang tepat, dan memberikan saran yang dibutuhkan.

Kata kunci*: Hubungan Pelanggan, Manajemen, Segmentasi, Layanan, Komunikasi*

INTRODUCTION

Marketing activities are now a top priority for a business. Tight competition, increasing market complexity and increasingly critical customer attitudes towards the market make marketing activities need to be carried out professionally and proactively (Sikki & Fadilah, 2023). The presence of business competition has a positive impact on the ongoing marketing of a company. A marketing strategy that allows companies to generate profits by maintaining customer loyalty while maintaining the company's existence. According to Bharmawan & Hanif (2022), the Customer retention strategy is very important because it is cheaper for businesses to retain their customers than to find new customers.

Product quality, price, and service are important factors that influence a company's customer satisfaction. After building customer loyalty, the next step is to maintain it through positive relationships with each customer. A good relationship can create a deep emotional feeling from customers towards the company (Bilro et al., 2019). This is the key to maintaining long-term loyalty. When customers feel appreciated and cared for, they tend to continue to support the products or services offered by the company. In addition, a good relationship can also encourage customers to recommend the company to others, which ultimately improves the reputation and sustainability of the business. Thus, focusing on product quality, competitive prices, superior service, and positive relationships with customers are important strategies to support long-term business sustainability (Ngelyaratan & Soediantono, 2022).

A company's competitiveness is influenced by its ability to build relationships with customers. Good relationships can increase sales and profitability. Customer relationship management plays a role in maintaining the position of customers as long-term assets and primary sources of income (Perez-Vega et al., 2022). Therefore, customers' views of the company are an important element in determining strategic goals and policies. By understanding customer needs and preferences, companies can create relevant added value, strengthen loyalty, and create sustainable competitive advantages in an increasingly dynamic market.

PT. Srikandi Diamond Indah Motors Gresik operates under the auspices of PT. Mitsubishi Motors Kramayudha Sales Indonesia (MMKSI) and PT. Krama Yudha Tiga Motor Berlian (KTB). This dealer sells Mitsubishi passenger cars such as the Xpander, Xpander Cross, Xforce, and Pajero Sport as well as Mitsubishi commercial vehicles such as the L300, Triton, Canter trucks, and Fuso Fighter trucks. They also provide 3S services, namely sales, service, and spare parts. According to Kundre et al. (2013), the goal of CRM is to increase revenue by using customer relationships by extracting information to obtain satisfactory service. Another goal is to create consistent and repeatable communication procedures and process channels. While the main goal of CRM is customer benefit. To achieve this, businesses must be able to track revenue and costs incurred.

According to previous research by Thendywinary et al. (2021), regarding the implementation of Customer Relationship Management (CRM) strategies, the key is to understand and identify customers through customer identification, followed by their needs and preferences. Next, as a final step, businesses can offer services and develop programs that meet customer needs while helping them. Furthermore, according to Roselyn et al. (2022), in their research also showed that most customer interactions are done in person and over the phone. Researchers hope to investigate the relationship

between CRM performance and customer loyalty from a different perspective in this study. Strengthened by research by Khasanah & Surianto (2021), which shows that improving human resource capabilities, changing work systems, and information technology are some of the factors that support successful CRM implementation.

Customer Relationship Management or commonly abbreviated as CRM is a major business strategy that aims for a profitable in-depth approach through extraordinary value propositions (Buttle & Maklan, 2019). Customer loyalty is influenced by customer relationship management, which is used to maintain and improve customer relationships and customer satisfaction. Customer relationship management is thought to help keep businesses profitable in the long run. (Kotler & Keller, 2009), one effective approach is to continuously build relationships with customers by concentrating on the processes used to build these relationships with the aim of increasing customer satisfaction, loyalty, and profits in the face of fierce competition. This study aims to determine the analysis of Customer Relationship Management at PT. Srikandi Diamond Indah Motors Gresik.

LITERATURE REVIEW

Today's global market requires businesses to focus not only on creating products but also on retaining loyal customers. To provide an exceptional customer experience, you must surpass your competitors in terms of quality. One approach that must be taken is to utilize the Customer Relationship Management (CRM) strategy which comes from the concept of Relationship Marketing (RM) (Gaffar et al., 2021). Customer Relationship Management (CRM) is a strategy aimed at fostering mutually beneficial relationships with customers. According to Kotler & Armstrong (2008), CRM focuses on providing exceptional service and value to enhance customer loyalty. It involves all stages of customer interaction, including attracting new customers, retaining existing ones, and strengthening relationships through effective communication and high-quality service. By understanding and meeting customer needs, CRM helps businesses build long-term connections, improve satisfaction, and ultimately increase profitability through loyal customer bases. Effective CRM practices ensure a personalized experience, reinforcing customer trust and commitment to the brand.

CRM is not only transaction-oriented, but also on building positive experiences for customers. This involves systematically managing customer data to understand their needs and preferences. With this approach, companies can provide more personalized solutions, increase satisfaction, and build trust. In the long term, good CRM will produce loyal customers, who not only support business continuity but also become advocates for the brand or product (Alam et al., 2021; Khan et al., 2022). Customer Relationship Management (CRM) is a comprehensive process aimed at acquiring, retaining, and growing customers while fostering long-term relationships. Kotler & Keller (2009), emphasize that one of the primary impacts of a well-executed CRM program is the ability to build customer loyalty and enhance brand awareness, which, in turn, contribute to increasing market share and customer share. CRM plays a vital role in recognizing, evaluating, and understanding customer characteristics, whether they are existing or potential customers. By leveraging this understanding, businesses can implement strategies tailored to customer needs and preferences, ensuring their satisfaction and retention. Ultimately, CRM serves as a strategic tool for driving sustainable growth and competitive advantage in today's customer-centric business environment.

According to Peppers & Rogers (2016), there are four implementations for creating and managing customer relationships, namely Identification, Differentiation, Interaction and Customization. Identification is the process of recognizing and understanding clients using data. Strengthening the bond between a business and its clients and increasing benefits for both parties is the main goal of collecting customer information. The first task in building good relationships between a company and its customers is to identify each customer in detail. The majority of companies still do not fully understand the characteristics of their customers.

Although the first step in this identification is very important, along with the identification process, it is necessary to add a strategy to support the process, namely by organizing various sources of information available as good output for the company in the future. The company has its own mechanism to find out the production code of the product being sold. In addition, businesses need a customer code to find out who they are doing business with. By utilizing information via telephone and online, businesses can monitor their customers' understanding and progress at any time (Rane et al., 2023; Riki et al., 2024).

Differentiation is a business practice that involves grouping customers according to their customer value, to make the right decisions based on their individual needs. Knowing these customer differences allows businesses to concentrate on two things, namely customer differences (in terms of type and segment) and the use of specific strategies for customers to meet those needs. Each customer has different expectations of a business, and businesses have different expectations of their customers (Dewa, 2023; Sutriani et al., 2024). Although not a new concept, customer grouping is an important step in understanding customer characteristics. The differentiation process requires companies to actively participate in combinations that can add value and provide insight to customers (Mansur et al., 2023; Harahap, 2024)

Customer Interaction is a process in which companies interact with their customers through logical relationships by getting good feedback for the company (Juanamasta et al., 2024). Companies are required to communicate effectively and efficiently. All actions taken must be in accordance with the context of the previous relationship. Conversations with customers should cover several important points at the beginning of communication. effective interactions will provide a forward-looking view of future customer needs. Customization is a personalization process that involves adapting to customer habits based on individual customer needs and values (Yan & Chiou., 2020; Pallant et al., 2020). Building positive customer relationships allows you to gain knowledge that can help meet their needs.

METHODS

This study uses a qualitative method with a case study approach to analyze the implementation of Customer Relationship Management (CRM) at PT. Srikandi Indah Diamond Motors Gresik. According to Sugiyono (2017), qualitative research involves inductive analysis, triangulation data collection techniques, and descriptive results. The Unit of Analysis includes customers and relevant informants, namely 2 Customers, 1 Marketing Manager and 1 employee. Purposive sampling technique is used to select subjects based on criteria such as official customer status and good relationship with the company (Herdiansyah, 2015). Data sources consist of primary data through structured interviews and documentation such as flyers and screenshots of company messages. Secondary data is obtained through literature studies. Data analysis techniques follow the Huberman & Miles (1983) model, namely data reduction to filter important information, data presentation through tables and narratives, and drawing conclusions through data categorization and coding. Data credibility is tested by triangulation of sources and techniques. Source triangulation compares information from various parties, while technical triangulation compares interview results with documents or observations to ensure data accuracy. This research was conducted at PT. Srikandi Indah Diamond Motors Gresik, East Java. By using a comprehensive approach, this study is expected to provide an in-depth understanding of the application of CRM in improving the company's relationship with customers.

RESULTS

The goals of a business are to implement the use of Customer Relationship Management (CRM) which aims to maintain good relations with customers. According to Nastasoiu & Vandenbosch (2019), in a highly competitive business environment, companies must be able to increase customer loyalty to the products that have been

offered and the services that the company provides. In a company, the number of customers owned is often used as a benchmark to measure the success of a business. It can be said that the level of competition of a company in terms of market share is also indicated by the number of customers owned by a company. With this competition, it will be a comparison with its competitors in the business segment being run. However, the company still has many doubts regarding whether its implementation has been successful or there are still many that are less than optimal.

According to the theory put forward by Kalakota et al. (2001), regarding Customer Relationship Management (CRM), the first stage is acquisition, namely by involving a promotional strategy carried out to attract the attention of new customers by selling products and services with superior quality compared to other companies. This phase has been carried out by PT. Srikandi Diamond Indah Motors Gresik. This is also reinforced based on a statement from PT. Srikandi Diamond Indah Motors Gresik, which states that it utilizes available customer data, such as purchase history, preferences, and previous feedback. When customers convey their needs, expectations, or complaints, it is best to pay close attention to understand what customers want. Establishing open and interactive communication with customers is essential for understanding their needs and preferences more effectively (Sutriani et al., 2024). By engaging in meaningful conversations, businesses can gather valuable insights into customer expectations. Asking relevant questions helps clarify specific requirements, while offering additional assistance ensures customers feel supported throughout their journey. This proactive approach not only fosters a positive customer experience but also strengthens the relationship, leading to increased satisfaction and loyalty. Ultimately, understanding customers' needs enables businesses to tailor their products and services, enhancing overall customer satisfaction and retention.

With these steps, employees can get to know customers better and provide more personalized and quality service, which can strengthen long-term relationships between the company and customers. The results of the recognition obtained from efforts to recognize customers are very good with methods that have been implemented properly and also evaluated periodically. This makes the results even more optimal. After the customer recognition was carried out, PT. Srikandi Diamond Indah Motors Gresik made efforts to group customers carried out by the company. One of them is grouping by demographics, geography, needs, and benefits (Mansur et al., 2023). One of the first steps taken by companies in grouping customers is to collect relevant data about customers, such as demographic, geographic, psychographic, and behavioral data. This data can be obtained from various sources, including purchase transactions, customer surveys, website analytics, social media, or Customer Relationship Management (CRM) systems. Once the data is collected, the next step is to analyze the data to identify patterns or characteristics that differ between customers. For example, analysis can be done to find differences.

To build good relationships with customers, companies need to create effective interactions through strategies that make customers feel valued, understood, and connected. One of the main forms of interaction is through responsive and solution-oriented customer service. In addition, utilizing social media as a communication platform is also important to maintain real-time customer engagement. Companies also need to follow up after a purchase, such as providing additional information related to the product, gratitude, or special offers (Harahap, 2024). This step shows that the company cares about the customer experience, even after the transaction is complete. Conducting customer satisfaction surveys is another equally important strategy. This survey helps companies understand customer needs more deeply and improve the quality of service based on the input received (Khan et al., 2022).

With consistent, valuable, and customer-centered interactions, companies can create positive relationships that not only increase customer satisfaction but also build loyalty. This loyalty is a valuable asset in retaining long-term customers and improving the company's reputation. This strategy, if implemented effectively, can provide a sustainable

competitive advantage. Companies always strive to meet customer needs with the aim of providing a more personal and relevant experience according to their preferences. Customize products or services based on preferences, purchase history, or specific customer needs (Zhou et al., 2021). For example, companies can recommend products based on previous searches or purchases, while service companies can offer packages that are more suited to customer needs. This is reinforced by the results of interviews conducted by the author with customers.

The company has implemented this by interacting with customers at dealerships, company staff interact directly with customers. They provide information about products, help customers choose the right product, and provide the advice they need. This interaction experience plays a major role in building personal relationships and trust. Interaction also occurs when customers require after-sales services, such as vehicle service, maintenance, or repairs. Technical staff and customer service will communicate with customers to ensure that the products or services provided meet expectations.

CONCLUSION

The Research Results of PT. Srikandi Diamond Indah Motors Gresik in implementing Customer Relationship Management by introducing customers by establishing open and interactive communication with customers can help to understand their needs and preferences more deeply. This can be done by asking relevant questions or offering additional assistance. Segmenting customers, the company does this by grouping them demographically, geographically, by needs and benefits. Building interactions with customers, the company does this through customer service, namely customer service, interaction through social media, and also following up customers after the purchase stage is carried out and do not forget to conduct customer satisfaction surveys. Adjusting customer needs, the company does this by implementing it by interacting with customers at dealerships, company staff interact directly with customers. They provide information about products, help customers choose the right product, and provide the advice they need.

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