

## ANALYSIS OF THE IMPLEMENTATION OF CUSTOMER RELATIONSHIP MANAGEMENT (CRM) AT PT. MILENIAL AGRI NUSANTARA



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### Abstract

This research aims to analyze the implementation of Customer Relationship Management (CRM) at PT. Milenial Agri Nusantara. The company operates in the buying and selling of coffee beans for both domestic and international purposes. The research was conducted directly at PT. Millennial Agri Nusantara and the method used by the author to obtain respondents was through saturation sampling, which involves taking all available samples. The analysis in this research involves direct observation at PT. Milenial Agri Nusantara and interviews with respondents who are frequently involved in direct consumer interaction, namely the sales marketing team of PT. Millennial Agri Nusantara. Based on the observations and interviews, PT. Milenial Agri Nusantara applies Customer Relationship Management (CRM) using bonding, trust, empathy, and reciprocity methods, which can enhance customer loyalty. The implementation of Customer Relationship Management (CRM) can provide benefits for both the company and its customers, making it crucial for the company to maintain a good relationship with its customers.

**Keywords:** Customer Relationship Management (CRM), Bonding, Trust, Empathy, Reciprocity

## INTRODUCTION

One important strategy in developing a company is to continue to improve relationships with consumers (Kurniawan et al, 2022; Rosyid et al, 2023). Several efforts can be implemented by companies, one of which is Customer Relationship Management (CRM), which is the process of building and providing highly valuable products to consumers so that consumers are satisfied (Kotler and Keller, 2016). Meanwhile, according to (Kanuk, 2008) emphasizes that Customer Relationship Management (CRM) is a method used by companies to build relationships with customers to maintain customer loyalty and commitment to continue using the company's products in question. Customer Relationship Management (CRM) is an important strategy for every business sector organization. Through the Customer Relationship Management (CRM) approach, companies can find out more about the extent of the use of Customer Relationship Management (CRM) using information technology to provide optimal service to its customers (Warsela et al., 2021). Therefore, Customer Relationship Management (CRM) is important to implement in a company to be able to maintain relationships with customers and also as an effort to attract new customers.

PT. Milenial Agri Nusantara is a company that operates in the field of buying and selling local coffee beans or can be called a distributor of local coffee beans, where PT. Milenial Agri Nusantara supplies coffee beans for local Indonesian coffee needs as well as for export or international needs. Based on observations made by researchers, currently the implementation of Customer Relationship Management (CRM) at PT. Milenial Agri Nusantara is still considered less than optimal, this is because of PT. Milenial Agri Nusantara only maintains one-way communication, namely waiting if there is a complaint from a new consumer, it will be followed up and PT. Milenial Agri Nusantara does not have a customer complaint reporting center, so when customers have complaints about the products they purchased they can only report complaints via social media or the contacts listed on the website page.

Apart from that, the customer database is owned by PT. Milenial Agri Nusantara is not yet perfect, whereas PT. Milenial Agri Nusantara only has contact with its customers. A

good customer database should contain names, addresses, and previous transactions, even, if necessary, data on customer activities and interests are also included in the customer database. In this way, the company can use the customer database to introduce new products or establish sustainable relationships, resulting in a mutually beneficial relationship between both parties. Apart from that, with a good database, the company can also predict the needs of its customers for the future, so that the company can use this in marketing or creating new products.

## **REVIEW OF LITERATURE**

### **Marketing Management**

Marketing management according to (Kotler and Keller, 2016), marketing is identifying and meeting human needs. One good and concise definition of marketing is fulfilling a need profitably. According to (Buchari, 2016), marketing management is planning, directing, and supervising all marketing activities within the company or in marketing.

Marketing management is the process of analyzing, planning, measuring, and managing programs that include conceptualizing, pricing, promoting, and distributing products, services, and ideas designed to create and maintain profitable exchanges with target markets to achieve corporate goals (Rosad, 2015; Toha & Supriyanto, 2023).

From the definitions above, it can be concluded that marketing management is the process of analyzing, planning, directing, as well as supervising, and controlling programs carried out by marketing management, namely meeting needs and maintaining profitable exchanges with target markets in delivering products from producers to consumers to achieve the company's goal is to make a profit.

### **Customer Loyalty**

The concept of loyalty is complex and dynamic. According to (Tjiptono, 2019), consumer loyalty is a customer's commitment to a brand, store, or supplier that is positive in

long-term purchases. Repeat purchases do not necessarily reflect consumer loyalty. According to (Rangkuti, 2002), consumer loyalty is consumer loyalty to a company, brand, or product. (Sutisna, 2003) defines loyalty as a favorable attitude towards a brand which is expressed in consistent purchases of that brand over time.

There are at least three conditions that cause it Kelningham, et al., (in Tjiptono, 2019). Firstly, the costs are expensive to change, these costs include the economic costs and time costs of terminating relationships with current suppliers and evaluating, selecting, and starting relationships with new service providers. Second, there is a high risk of change, especially uncertainty regarding the performance of new service providers. Third, self-protection and change, in several cases consumers prefer to establish relationships with many service providers to get a variety of products and services, low prices, and so on.

### **Customer Relationship Management (CRM)**

Customer Relationship Management (CRM) is a process for building and providing highly valuable products to consumers so that consumers become satisfied (Kotler and Keller, 2016; Baskara & Pranaditya, 2022). Meanwhile, (Manap, 2016) explained that Customer Relationship Management (CRM) is the process of modifying customer behavior from time to time and learning from each interaction to create ways to manage and maintain customers, and strengthen customer bonds with the company. According to Kamaludin (2019) in(Supartini, 2022) said that to improve relations between customers and companies, companies can pay attention to three main aspects, namely technology, the application of CRM in marketing strategies, and global competition.

Several factors influence Robinette's Customer Relationship Management (CRM). (Rahmat et al., 2018) explains that four factors influence CRM, including mutual benefits, commitment, communication, and service quality. By implementing good Customer Relationship Management (CRM) within a company, the relationships established with customers will be mutually beneficial and create high customer loyalty towards the company. Apart from that, good Customer Relationship Management (CRM) can also help companies

to get new customers. In supporting the success of Customer Relationship Management (CRM) in companies, the role of relationship marketing is very necessary.

### **Stages of Customer Relationship Management (CRM)**

According to Kalakota in (Liawatimena et al., 2002), the stages of Customer Relationship Management (CRM) are:

1. **Acquiring New Customers (Getting New Customers)**

Get new customers by promoting the superiority of products or services in terms of innovation and convenience, because the value of a product or service for customers is a better product and supported by satisfactory service.

2. **Enhancing The Profitability of Existing Customers (Improving Relationships With Existing Customers)**

Increasing profits obtained from existing customers by encouraging the creation of sales of products or services that are better than those already owned by customers.

3. **Retaining Profitable Customers for Life (Retaining Customers)**

The focus of profitable customer retention is on tailoring services to what customers need, not what the market needs. This is because the value of a product or service for customers is the value of a productive relationship that meets their needs.

### **Effectiveness of Customer Relationship Management (CRM)**

CRM objectives are that companies can get to know their customers more closely and can provide services that suit their customers (Kumalasari, 2013). There are several main activities of CRM, namely:

1. **Build a strong customer database**

A database is a collection of information about customers. For example, name, address, telephone number, etc. The aim is to make it easier for companies to build relationships with consumers and be able to connect continuously with customers.

2. **Create a profile of each consumer**

3. The customer or consumer profile contains all activities carried out by the customer regarding the company or company services. From the customer profile, companies can find out the needs and desires of customers.
4. Analysis of profitability from consumers  
There are two things that each customer must pay attention to. The first is acceptance, and the second is how much it costs to serve these customers.
5. More targeted and customized interactions with customers  
With a clear customer profile, the company can see consumers who will be the company's main sales targets.

### **Purpose of Customer Relationship Management (CRM)**

The purpose of Customer Relationship Management (CRM) according to Kalakota, and Robinson in (Kumalasari, 2013) that is:

1. Optimize existing customers to further increase company revenue. Prepare complete information about customers to maximize relationships with customers through up-selling and cross-selling so that at the same time you can increase profits by identifying, attracting, and retaining potential customers.
2. Using integrated services to produce satisfying services. With the information needed by customers, we can save customers' time and avoid customers from various kinds of problem complaints. The main goal of CRM is to increase the long-term growth and profitability of the company by better understanding customer habits.

## **RESEARCH METHOD**

### **Population and Sample**

(Sugiyono, 2017) states that a population is a general area consisting of objects or subjects that have certain qualities and characteristics. The population of this research is all employees of PT. Milenial Agri Nusantara numbering 22 people. The sample is part of the number and characteristics of the population (Sugiyono, 2017). The considerations used in

sampling are respondents who have direct contact with consumers. This research took a sample of 3 employees who had direct contact with consumers from PT. Milenial Agri Nusantara.

### **Data and Data Acquisition Method**

To find out the implementation of Customer Relationship Management (CRM) at PT. Milenial Agri Nusantara, the researcher needs appropriate data, namely primary data which is data obtained directly from the object under study (respondent) in this research the researcher developed an interview method to find out information related to CRM directly from the person concerned, as for the data collection stage carried out directly from the research object with the following method:

1. Interview

(Sugiyono, 2017) states that interviews are used as a data collection technique, if the researcher wants to conduct a preliminary study to find problems that must be researched, and also if the researcher wants to know things from respondents in more depth and the number of respondents is small. This interview method is carried out in a structured manner according to the indicators in the Customer Relationship Management (CRM) variable so that the questions asked follow the indicators and the information obtained does not deviate from the discussion in this research. Apart from that, the researcher also asked about the activities/activities of each stage of CRM at PT. Milenial Agri Nusantara.

2. Observation

(Sugiyono, 2017) argued that observation is a complex process, a process composed of various biological and psychological processes. Two of the most important are the processes of observation and memory. (Sugiyono, 2017) states that data collection techniques by observation are used if the research concerns human behavior, work processes, and natural phenomena and if the number of respondents being observed is not too large. The observations made in this research were direct observations carried

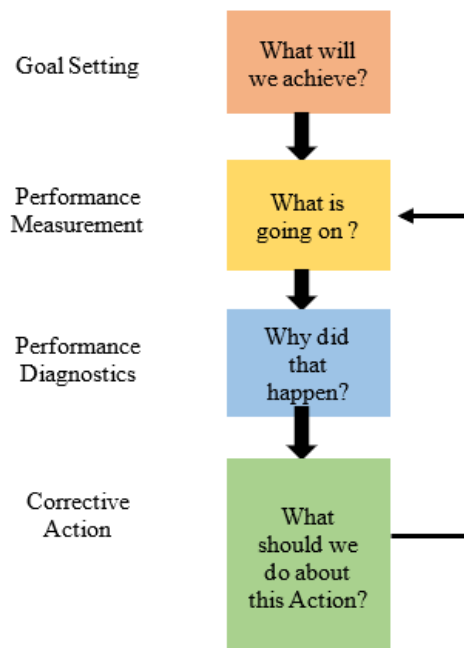
out by researchers at PT. Milenial Agri Nusantara, so the data obtained by researchers was obtained directly from PT. Milenial Agri Nusantara.

### Data Analysis Method

The data analysis method used in this research is a descriptive qualitative approach by taking steps such as collecting data through interviews and making observations, analyzing data, and drawing conclusions which is the final stage in the data analysis carried out. The data that has been compiled is compared with one another to conclude answers to existing problems.

## RESULTS AND DISCUSSION

There are four steps in the evaluation process according to (Kotler and Keller, 2016) as shown in the following image:



**Figure 1**

### Data Analysis Control Chart

Source: (Kotler and Keller, 2016)

In measuring using qualitative methods systematically, as follows:

1. Purpose of Customer Relationship Management (CRM)

From the results of interviews and security measures carried out at PT. Milenial Agri Nusantara, the author obtained the results that, the aim of implementing Customer Relationship Management (CRM) for PT. Milenial Agri Nusantara aims to establish good relationships with consumers to have customers who are loyal to PT. Milenial Agri Nusantara and establishing mutually beneficial relationships for both parties.

2. Performance Measurement

To see how Customer Relationship Management (CRM) is implemented at PT. Milenial Agri Nusantara. Based on the results of observations and interviews conducted by the author, it can be seen how PT. Milenial Agri Nusantara implements Customer Relationship Management (CRM) to build relationships with its consumers. Currently PT. Millennial Agri Nusantara only provides services in the form of social media and websites for consumers who want to buy products from PT. Milenial Agri Nusantara where this service is also used by PT. Milenial Agri Nusantara as a means to build relationships with consumers. From the results of the interview, the author also knows that the database is owned by PT. Milenial Agri Nusantara is not yet perfect, where only personal data and consumer purchasing history are available.

3. Performance Diagnostics

As an evaluation of how the Customer Relationship Management (CRM) component at PT. Milenial Agri Nusantara is implemented. In this research, the diagnosis carried out is to diagnose the company's activities by looking at the components used and their implementation in CRM whether they are appropriate or not. This needs to be done to know what is happening with the company at the moment. Diagnostic results obtained from interviews and observations of the author PT. Milenial Agri Nusantara has not implemented Customer Relationship Management (CRM) optimally. So, some consumers end up switching or moving to competitors, although not all consumers move, this consumer movement is not a good thing for PT. Milenial Agri Nusantara.

#### 4. Corrective Action

As an evaluation of Customer Relationship Management (CRM) implementation activities at PT. Milenial Agri Nusantara as a whole. Carry out appropriate identification for product sustainability, strategy, and CRM objectives that have been determined by PT. Milenial Agri Nusantara. This needs to be done to solve existing problems or diagnoses in the company so that it can fix current problems/diseases and prevent them from happening or the possibilities that could happen to the company in the future. By taking appropriate corrective action, it will simplify the company's relationship with consumers.

### CONCLUSION

Based on the results of research conducted by this study entitled "Analysis of the Implementation of Customer Relationship Management (CRM) at PT. Milenial Agri Nusantara" then it can be concluded that, the implementation of Customer Relationship Management (CRM) at PT. Milenial Agri Nusantara is not yet perfect, where there is still one-way communication and the use of customer databases is not optimal, giving rise to complaints from consumers and consumers switching to competitors. Thus, the optimal application of Customer Relationship Management (CRM) can influence customer loyalty. Therefore, it is important for PT. Milenial Agri Nusantara to maximize the implementation of Customer Relationship Management (CRM). In this research, there are limitations experienced by the author both internally and externally, including the author's limitations in observing the company due to the author's limited time to carry out observations so that the data from the observations is still minimal.

From the discussion and conclusions that have been discussed, the advice given by the author is the implementation of Customer Relationship Management (CRM) at PT. Milenial Agri Nusantara should be further improved, because increasingly fierce competition and increasingly dynamic demand can affect the company's existence in the eyes of its

consumers. Apart from that, customer loyalty also needs to be carefully considered so that there are no complaints from customers, let alone switching to competitors.

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