Research Paper

Analysis of the Implementation of Customer Relationship Management (CRM) at PT XYZ During the Covid-19 Pandemic

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ABSTRACT

Customer Relationship Management (CRM) is a tool used in marketing to help improve relationships between companies and customers, where CRM can maintain customer loyalty so that later it is expected to affect helping companies increase revenue from the company. In the use of CRM by PT XYZ sales, various problems experienced by the sales were found. This study aims to see whether there is an influence of these various problems on the smooth work of the sales of PT. XYZ. This study uses the questionnaire method as a pre-survey to explore problems, so it was found 12 types of problems experienced by salespeople in the use of CRM. To determine the effect of these 12 problems on the smooth work of the sales of PT. XYZ, the researchers chose a qualitative approach, using the in-depth interview method on all sales of PT. XYZ for data collection. The results of the study indicate that there are 12 problems experienced by salespeople when using CRM for smooth work, where these problems can be grouped into 3 categories, namely problems in terms of features, functions and technicalities. From this research, the sales of PT. XYZ also provides various solutions to these problems so it is hoped that CRM can be maximized in helping sales to increase customer loyalty so that later it will have an impact on increasing revenue from PT. XYZ.

Keywords: Customer Relationship Management, CRM, relationship management, customer loyalty, smooth working.

BACKGROUND

The rapid development of technology is one of the factors for the industry with various types of activities to grow bigger and get more profits. One of the results of the 4.0 industrial revolution is that everyone can access data in real-time at this time and within seconds the sales data of goods or products to find out the extent of the sales of a company. Even though the customer is quite far away, when the customer places an order, and then the admin of the product provider company receives the order and inputs it into the information system, the admin can immediately find out the changes that occur in seconds even though they are thousands of kilometres apart or in different countries or continents.

CRM itself is not new in the world of marketing and has been around for 30 years, but its form and function have evolved to this day. With current technological developments, CRM forms and variations are very diverse so that they can be adapted to the wishes and needs of the company itself. Examples of CRM applications that are quite popular today include Veeva, Salesforce, Oracle and Spunks where many large companies use these applications, such as Bayer, Pfizer, Merck, DSM, Evonik etc. CRM applications that can be accessed via laptops, computers, tablets or smartphones are claimed to be able to improve the performance of a salesperson in their marketing activities. Many articles or

publications state that the use of CRM can increase sales by 41%, increasing 27% of customer retention aspects in the company. PT XYZ itself is part of a global company which is one of the suppliers of raw materials that already includes customers on a global scale.

PT. XYZ itself has been doing business in Indonesia for almost 40 years ago, with a pattern of collaboration with local distributors to expand its service network to customers with more than 25 types of product portfolios that have been used by various large animal feed companies and also various farms in Indonesia. The CRM application itself is familiar enough to be used by sales at PT. XYZ since 2016, the CRM was created to record all sales and marketing activities of the PT group. XYZ, so that the KPI of sales is determined, one of which is determined from CRM and the determination of sales targets from year to year using this application. CRM itself is one of the main tools of sales in recording all the results of marketing activities in face-to-face meetings between sales and customers selling or called calls. The use of CRM itself is also one of the Key Performance Index (KPI) by the sales of PT. 3 things have been determined by the company as KPI for sales of PT. Projects are measurable activities from the process of selling a product to certain customers, from not purchasing to making a purchase.

Each salesperson must enter when the customer will make a purchase and the projected value of sales in one year. During pre-calls in the calls field, users can enter information such as company name, meeting time, topics to be discussed, and updates regarding related projects (if they have been made). After the meeting, sales can fill out post calls which consist of information received from the customer and what will be done to the customer in the future. PT. XYZ must regularly update various things obtained from calls, starting from filling out activity plans before carrying out marketing activities or what is called pre-calls, then continuing by entering

information on the results of conversations with these customers or so-called post calls, to entering information about sales projects products made for specific customers. During the Covid-19 pandemic from the beginning of last year until now, the function of the CRM application has become very important for salespeople in making calls with customers. Where previously calls had to be done face-to-face, but during the pandemic calls can be made using various methods, ranging from conversations with customers via WhatsApp, e-mail or through applications such as Zoom.

PT. XYZ, especially during this pandemic where it is not always possible to have face-to-face meetings with customers because there are still some customers who limit themselves to having face-to-face meetings. From the pre-questionnaire, 15 statements were found that were considered problems when using CRM daily Then from the results of the pre-questionnaire, the researcher conducted a pre-survey to ask for opinions on whether agreeing with the 15 statements from the pre-questionnaire was indeed a problem for every 5 salespeople who were the object of the pre-questionnaire and pre-survey. PT XYZ which is the object of the pre-survey above, the majority (more than 60% of the vote) think that they agree with the 12 statements, where the 12 statements are considered to be problems that they often face in CRM applications in terms of functions, features and technical aspects. The majority of sales also disagree with the 3 statements in the table above and are considered not to be a problem for the daily use of CRM.

Customer Relationship Management (CRM)

According to Laudon and Traver (2016), Customer Relationship Management is the process of recording information from customers that contains all contacts or activities that occur between customers and the company and then used to create customer profiles for company staff who

need information about these customers. Kotler and Keller (2012) suggest that Customer Relationship Management is the processing of information obtained from customers to reach the touch point to increase the loyalty of these customers to the maximum. So from the two statements above, it can be seen that CRM is a forum that seeks to provide an integrated approach to all aspects of the company related to customers, which includes the marketing, sales and support divisions. This CRM system is also expected to create a strong relationship between the company and its customers, both new and old customers. From the quote above, it can also be concluded that CRM is an integrated system that can affect customer loyalty and the relationship between companies and customers so that business strategies can focus on customers.

Simply put, Customer Relationship Management (CRM) is a combination of 3 interrelated aspects. If described, it will form a triangle with vertices called Customer - Relationship - Management. Each aspect can be explained as follows (Susilowati, 2012):

1. Customers, can be interpreted as users of goods and services from a business organization that generate benefits for the organization. In this case, the users of products from PT. XYZ.
2. Relationship, is a relationship between customers and business organizations that can be in the form of communication or interaction and can occur in the short term, long term, continuously, or only once. Usually, customers do it repeatedly if they already have a sense of trust/satisfaction with the form of service of an organization. In this case is the relationship between employees, especially the sales team with customers from PT. XYZ.
3. Management, all types of information/ data obtained from customers that allow the company to map the behaviour and habits of customers so that they can be

used as added value for the company to improve services and compete with competitors in the field.

According to Kalakota and Robinson (2001), there are three targets for CRM in its application in the company, namely:

1. Get new customers (Acquire). New customers are obtained by providing easy access to information, innovations, and attractive services.
2. Improve relationships with existing customers (Enhance). The company tries to establish relationships with customers through providing good service to its customers (customer service). The implementation of cross-selling or up-selling in the second stage can increase the company's revenue and reduce costs to acquire customers (reduce costs).
3. Retain customers (retain). This stage is an effort to get customer loyalty by listening to customers and trying to fulfil customer desires.

Conceptual Framework
The problem of the CRM function side, namely the relevance of projects that have been successful in the past with the present; the correlation between existing product stock in distributor warehouse and projects that have been made by sales in CRM; the correlation between projects created in CRM with actual sales; reminders to follow up on the latest marketing activities for certain customers and information reported on insights that have also been reported in regular monthly reports; feature for customer's birthday or important daily reminder. The problem with the CRM feature is a complete summary of the history that has been done to evaluate its activities for the customer. Problems with the technical side of CRM, namely the CRM application for both android and ios versions; error when accessed via the web on a smartphone; too heavy to access especially on smartphones; The appearance of the application is not simple and unattractive and there are too many column options in the Insights category which

makes sales often confused, which column should they want to fill.
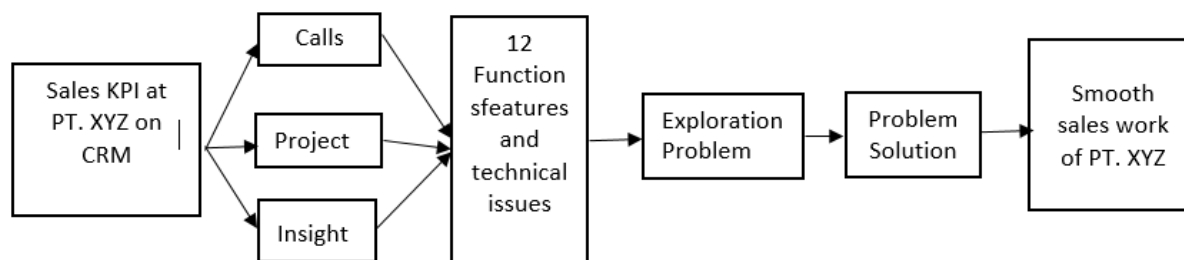

Figure 1. Conceptual Framework

In the diagram above, it can be seen that the KPI from the sales of PT. XYZ in CRM consists of 3 parts, namely calls, projects, and insights. And after conducting pre-questionnaires on 5 sales PT. XYZ as the object, the results of the pre-questionnaire show 15 statements that are considered a problem for salespeople in using CRM in daily marketing activities. After that, the researcher conducted a pre-survey on 5 sales who were also the object of the pre-questionnaire to identify whether the salespeople agreed with each of the 15 statements from the pre-questionnaire that were considered a problem in the daily use of CRM. The results of the pre-survey show that each sales person agrees with 12 of the 15 statements in the pre-questionnaire, so it is considered a problem for the majority of the 5 sales who are the object of the pre-survey (more than 60% of sales agree on each pre-questionnaire issue). . So that from the 12 problems from the pre-survey conducted, the researcher will find out whether there is an influence from these various problems with the smooth work of the sales of PT. XYZ.

RESEARCH METHOD
The type of research used in this research is descriptive qualitative where the research describes and explains things related to using descriptive data in the form of written or spoken words from people as objects of factual research. The selection of a qualitative approach in this study is to describe the problems of CRM faced by the sales of PT. XYZ every day.

In qualitative research, data will be obtained from people who know the problem under study. In this study, researchers took all sales from PT. XYZ has as many as 8 people as informants because they are users of the CRM application that will be studied so that they are considered to meet the qualifications of the informants because they know the problems being studied. This research was conducted using a case study. Where case study research is an empirical investigation that investigates contemporary phenomena or events in real-life contexts when the boundaries between phenomena and contexts are not visible and uses multiple sources of evidence (Yin, 2006).

This study also uses a structured interview method, where the researcher makes interview guidelines that are designed to make the interviews more focused and the topics discussed are not too broad and deviate from the research objectives.

The steps to be taken to analyze the data are:
1. Data reduction is an activity to summarize, choose the main things, focus on the important things, and look for themes and patterns.
2. Presentation of data as a collection of information that is structured and gives the possibility of drawing conclusions and taking action. Data presentation is used to further improve understanding of the case and as a reference for taking action based on understanding and analysis of data presentation.
3. Conclusions are the results of research that answer the research focus based on

the results of data analysis. The conclusions are presented in the form of a descriptive research object based on the research study.

RESULT AND DISCUSS

The problems experienced by the sales of PT. XYZ on the functional side of CRM.

1. There is a salesman who often has difficulty getting projects that are overflow from previous sales. In this case, it can happen when a customer has transferred responsibility for their work from one sale to another. Projects that have been made by the customer previously, cannot be immediately closed to unsuccessful by the salesman who is working on the customer at this time, because this will later be related to the sales target and achievement of the salesman.

2. there is no correlation between the stock of products in the distributor's warehouse and the projects that have been made

3. Sales have a problem when the project has entered the implementation period and the customer makes a product purchase but it turns out that the customer only buys for a few months or quarters, not continuously for a whole year. So that a position like this is considered grey and there is a potential for deviations from actual sales data and sales are hesitant to declare these projects to be categorized as successful or unsuccessful.

4. Additional features need to be provided to help remind the customer what to do next.

5. Insights feature is not yet right for its function and objective, but it is still necessary to fill in insights in monthly reports for ease of reading the summary of insights in Indonesia only (because currently, all the insights information in CRM comes from all countries that are members of the Asian regional region. Pacific) because indeed the insights that

have been made by all sales of PT. XYZ will be collected and summarized in one month by the admin from PT. XYZ.

6. This CRM itself has a weakness which is not good enough for its function in retaining customers because according to the sales the features of CRM for this matter are still lacking or limited.

SOLUTIONS

1. Additional features are needed to inform customers whether the project is still relevant or not. If it is still relevant and the customer still buys the product, then the project is still allowed to run and can be included in the calculation of targets or achievements.

2. The need for a correlation between the projects that have been made by the sales of PT. XYZ with existing stock in the distributor's warehouse (currently PT. XYZ still relies on distributor factories for goods storage). If this is not possible, at least a synchronization is needed between the projects that have been made by the sales of PT. XYZ with or stock in factories in the region that will be imported by the distributor.

3. There needs to be a reminder feature to notify the sales of PT. XYZ, the remaining product stock when sales make projects.

4. The need for a correlation between the projects that have been made by the sales of PT. XYZ with the actual sales that the distributor has made.

5. A reminder feature is needed of what activities should be carried out based on the contents of the post-call that has been made by the sales of PT. XYZ at that customer before. This can minimize repetitive activities on the same customer.

6. There are additional features in CRM that can extract all calls, projects and insights that have been made by sales of PT. XYZ into one form of a report, it is deemed sufficient to serve as a monthly report, so that sales do not need to make monthly reports again as usual.

7. It is necessary to add more people related to CRM (currently only 1 person in the region), whose function is to collect information that has been filled out by sales within a month or within a certain period so that sales can evaluate the work that has been done in certain customers.

The problems experienced by the sales of PT. XYZ on the features side of CRM
1. The absence of a birthday or important customer reminder feature is quite important in CRM
2. The absence of CRM features a summary of the history that has been done to evaluate the activities you have performed on a customer

SOLUTIONS
1. The need to add a reminder feature for birthdays or important customer days in CRM to help sales from PT. XYZ improves relationships with customers from these sales, especially sales who have just received an abundance of customers from previous sales to better recognize these customers.
2. The importance of adding a summary feature from the history that has been done by the sales of PT. XYZ, where this aims to evaluate the activities that you have done on a customer. The form of this feature can be in the form of data that has been extracted into word, excel or pdf form, where the data comes from what has been sold by PT. XYZ works on a customer for a certain period.

The problems experienced by the sales of PT. XYZ on the technical side of CRM
1. There is no CRM application for android and ios versions
2. Frequent errors that often occur in CRM applications
3. CRM application is too heavy when accessed on a smartphone
4. the appearance of the CRM is less simple and unattractive

5. too many option fields to fill in the insights category

SOLUTIONS
1. Making an android and ios-based CRM application to shorten charging time because it is enough to use a smartphone device that is often accessed, especially when travelling on business outside the city.
2. Server strengthening from the regional IT team in Singapore to avoid errors or problems when accessed by sales from PT. XYZ accesses CRM both using a laptop or smartphone.
3. Improvements to some of the visual appearance of CRM such as interface, font or option column layout to make it easier for sales to fill in. If necessary, the option fields that are needed are better removed so they are not too distracting. Changes in the appearance of CRM are also needed to make it more eye-catching and fresh, not like now which is monotonous on a white background.
4. Simplification of the insights column, which currently consists of 3 columns or tabs to only 1 column or tab. Where this aims to simplify and accelerate the filling of CRM. This improvement is expected to improve the quality of the material that the salespeople fill out in insights, and no longer just fulfil the KPI from the sales of PT. XYZ and later will improve the smooth work of these salespeople.

CONCLUSION
1. Problems regarding users who cannot evaluate projects in CRM can disrupt the smooth work of PT. XYZ.
2. Problems regarding the absence of a correlation between the stock of existing products in the distributor's warehouse and projects can interfere with the smooth operation of the sales of PT. XYZ.
3. Problems regarding whether or not there is a correlation between projects and

actual sales can interfere with the smooth operation of the sales of PT. XYZ?

4. Problems regarding the absence of reminders to follow up on the last activity of marketing activities to customers can disrupt the smooth operation of the sales of PT. XYZ.

5. Problems regarding the information reported in Insights that have been reported in the routine monthly reports can interfere with the smooth work of PT. XYZ.

6. Problems regarding there being no feature for reminders of birthdays or important customer days can disrupt the smooth work of sales of PT. XYZ.

7. Problems regarding the absence of a summary of the history that has been done to evaluate activities on a customer can disrupt the smooth work of the sales of PT. XYZ.

8. Problems regarding the absence of applications for the android and ios versions can disrupt the smooth work of the sales of PT. XYZ.

9. Problems regarding frequent errors in the CRM application interfere with the smooth work of the sales of PT. XYZ.

10. Problems regarding CRM application problems that are too heavy to be accessed on smartphones can disrupt the smooth work of the sales of PT. XYZ.

11. Problems regarding the appearance of a CRM that is less simple and unattractive can disturb the sales of PT. XYZ.

12. Problems regarding too many column options in the insights category which makes it difficult for sales to fill in can disrupt the smooth work of the sales of PT. XYZ.

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