

Analysis of the Implementation of Customer Relationship Management to Increase Customer Loyalty and Satisfaction at PT. Tunas Toyota Cilegon

Nur Aini Azzahra *¹
Anas Hidayat ²

^{1,2} Department of Management, Islamic University of Indonesia, Indonesia

*e-mail: 20311272@students.uii.ac.id¹

Abstract

Nowadays, the level of business competition, especially in the automotive industry, continues to grow rapidly, so that every day companies have to think about ways to maintain existing companies by continuing to innovate and create good systems for the running of the company. Therefore, companies need to carry out activities, one of which is in the field of marketing, in developing products and good quality. One way to create this system is to provide good service to customers in order to maintain relationships to increase customer loyalty. This research aims to analyze the strategy for implementing customer relationship management in increasing customer loyalty at PT. Tunas Toyota Cilegon. This company is a sales service for Toyota brand four-wheeled vehicles and provides spare parts, car service and test drives. PT. Tunas Toyota Cilegon has various facilities that can support the company's performance, such as the availability of a showroom, body repair, service and spare parts, workshop, body and painting, and repainting. PT. Tunas Toyota Cilegon is located at Jl. Raya Cilegon Km.14 Cibeber Cilegon City Banten Province. The type of research used in this research is qualitative research. The research was carried out at PT. Tunas Toyota Cilegon by selecting 5 informants related to the theme of this research. The data collection techniques used were interview techniques, book observations, and documentation. The results of this research show that implementing a customer relationship management (CRM) strategy can help increase customer loyalty. Therefore, it can be said that this CRM strategy is an effective strategy in increasing and maintaining loyalty customer.

Keywords: Customer Relationship Management (CRM), Customer Loyalty, Customer Satisfaction

INTRODUCTION

As time goes by, the level of business competition, especially in the automotive industry, continues to grow rapidly. The automotive industry is one of the mainstay sectors in the economy which has a large contribution to the national economy (Ministry of Industry 2021). There are already 22 industrial companies, both 2 and 4 wheels, in Indonesia. This creates an investment value of IDR 99.16 trillion with total production reaching 2.35 million units per year and absorbing a workforce of 388.39 thousand people. Increasing competition means that potential customers have many different requests to use the products or services offered. This makes companies have to move quickly in order to get a large number of customers so that they are not taken over by other companies. Every day companies have to think about ways to maintain a company that has been established by continuing to create a good system for the running of the company.

PT Tunas Toyota is a joint venture company between PT Astra Internasional. For 30 years PT Tunas Toyota has had an important role in the automotive industry in Indonesia. This company consists of 5 Main Dealers, namely AUTO 2000, New Ratna Motor, Hadji Kalla, Hasirat Abadi, and Agung Automaall. And there are 75 dealers operating 142 sales outlets, where AUTO 2000 has branches spread across several regions in Indonesia such as Jabodetabek, Bandung, Serang. Cilegon, cities in Central Java, East Java, Sumatra, Sulawesi and Kalimantan. The increasing number of companies operating in the automotive industry makes companies increasingly active in innovating and continuing to create strategies to maintain their market share. One of them is carried out by PT Tunas Toyota Cilegon in implementing its mission to meet all consumer needs

in the automotive sector by providing “one stop shopping” through the sale of new or used vehicles, service and spare parts.

In running the company PT. Tunas Toyota Cilegon provides services. To the public by selling Toyota brand four-wheeled vehicles as well as providing spare parts, car service and test drives. PT Tunas Toyota Cilegon has various facilities that can support the company's performance, such as the availability of a showroom, body repair, spare parts service, workshop, body and painting, and repainting. In running the company. PT. Tunas Toyota Cilegon provides services in the form of a special management system for listening to customer complaints called the Customer Relations Coordinator (CRC) division. CRC's main task is to provide good product quality, improve customer service, set competitive prices. Creating a pleasant shopping experience. Maintain customer loyalty, provide solutions to problems faced, provide customer satisfaction, and communicate with customers effectively in order to maintain customer relationships and loyalty.

However, in terms of implementation, there are still many things that need to be improved because there are complaints regarding existing services. Many customers are not satisfied with the services provided because they still want to compare services with other companies. So PT Tunas Toyota Cilegon is not the first option for carrying out transactions because it considers that there are still services that are more affordable than the company. Therefore at PT. Tunas Toyota Cilegon provides a special division to pay attention to and serve customers within the company or what is known as customer relations management.

Customer Relationship Management (CRM) is an effort to develop a business culture whose orientation is consumer. The implementation of the CRM program is expected to make customers loyal to the company so that the relationship between sellers and consumers leads to a relationship as partners who are not just sellers and buyers (Carissa, Fauzi, & Kumadii, 2014: 1-11). CRM aims to provide a sense of satisfaction and maintain customer loyalty (Buttle, 2007: 4). Customer loyalty can expand the customer's sense of loyalty to other products in the company because they feel satisfied with it. Giving rewards, discounts or even providing special services (Mashuri, 2020).

In order to meet customer expectations, PT Tunas Toyota Cilegon needs to further improve the services in the company system so that the customer relations management (CRM) strategy can run in accordance with the company's vision and mission. Therefore. Considering the background described above, the author was inspired to conduct research on how the implementation of customer relationship management (CRM) strategies works in companies which will later be described in the form of a final assignment report entitled “Analysis of the Implementation of Customer Relationships to Increase Customer Loyalty and Satisfaction at PT. Tunas Toyota Cilegon”.

LITERATURE REVIEW

Marketing Management

Marketing management according to Kotler and Gary (2007) is an analysis of planning, implementation and control of various program designs with the aim of building and creating profit-making transactions with consumers so that organizational objectivity is achieved. Marketing management has the meaning of a business process activity in strategic planning which functions as analysis, coordination and distribution of products to meet someone's wants and needs. According to Assuari's explanation (2004), marketing management activities analyze, plan, coordinate and control all activities related to designing, communicating, launching, promoting, determining prices and carrying out transactions, this aims to get consumers and satisfaction that can meet long-term goals of the ompany.

Customer Relationship Management

Customer Relationship Management (CRM) is a management system used to help businesses manage relationships by improving service to customers or potential customers. According to (Zeithaml et al., 1996) establishing relationships with customers is the best way to

generate loyalty because loyal customers can tend to increase a company's profits compared to others. Disloyal customers. Kotler & Keller (2009: 189) define CRM as the process of carefully managing information about customers in organizing and managing aspects related to customers, both in terms of service and communication. Facility. And customer experience with the company to maximize customer loyalty.

Kumar et al. (2013), explains that customer relationship management (CRM) is a long-term relationship between customers and companies that consumers continue to invest in and must continue to maintain so that they do not move to other brands with appropriate methods and strategies, improving service quality and exploring the development of customer aspirations are part of from customer relationship management (CRM).

Apart from that, there are several measurement factors in the implementation of Customer Relationship Management which are explained by Wongsansuckcharoen, et al (2013) as follows:

a) *People*

Humans in this case are meant as employees who implement Customer Relationship Management (CRM). In the business world, it is important for employees to participate as the front person to create and manage Customer Relationship Management (CRM) programs, therefore this role should not be underestimated.

b) *Process*

In this process procedures can help companies identify and build strong bonds with customers. Therefore, procedures are carried out with the aim of increasing or preventing a decrease in company value for customers.

c) *Technology*

Technology will optimize and speed up Customer Relationship Management activities. Technology is a supporting material for customer value. Therefore, technology needs to be distributed with appropriate skills.

Customer Loyalty

Customer loyalty is a customer's commitment to a brand which is based on very positive characteristics in long-term purchases obtained due to a combination of satisfaction and complaints (Tjiptono, 2005). According to Lovelock et al (2011: 76) the definition of loyalty in the business world is creating customers' willingness to use a company's products or services continuously in the long term, by using them exclusively and recommending the company's products or services to others.

Tjiptono and Chandra (2012:57) say that customer loyalty created in a company can become a source of income in the future with the trust given by customers and accompanied by purchases and commitments given by customers to the company. Customer loyalty is the attitude of customers towards providing company products. If a company can satisfy customers, customers will show a loyal attitude. Loyal customers will return to buy company products and maintain good relationships with their company over a long period of time.

According to Setyaleksana et al (2017), there are exposures that result in customer loyalty assessment indicators including:

- a) *Repeat Purchase*, namely showing a customer's sense of loyalty to a product by repurchasing or buying regularly. In this case, customers gain attachment and loyalty to a product.
- b) *Retention* namely customer loyalty to something bad related to the company but the customer is not influenced by news, the environment, or competitors who offer lower prices or things that are considered good about the company.
- c) *Referrals* are customers who feel comfortable and have high loyalty and will usually recommend the company's products to other people who have the opportunity to become customers.

Customer Satisfaction

Customer satisfaction can be seen after customers compare their experiences with purchasing or using the company's sales services. These expectations are formed through their experience in purchasing goods or services, comments from friends and acquaintances, as well as promises and information from company workers to meet customer expectations for the goods or services offered.

Customer satisfaction is a feeling of pleasure or disappointment that arises after comparing the performance (results) of the product in question against the expected performance results (Kotler & Keller, 2009). From this definition it can be said that if the performance of a service does not match customer expectations in a company, it will make the customer feel disappointed and dissatisfied. On the other hand, if the performance of a service to customers is in line with expectations, it will create a feeling of joy and satisfaction for customers.

METHOD

This research uses a qualitative approach because problems related to humans fundamentally depend on observation. This research was conducted by analyzing the company PT. Tunas Toyota Cilegon whose address is Jl. Raya Cilegon Km. 14 Cibeber Cilegon City Banten Province. Data collection was carried out by observation, documentation and interviews.

According to Sugiyono (2013) Data analysis is the process of systematically searching and compiling words that have been obtained from observation, interview and documentation data so as to obtain the required information by organizing it into various categories. According to Miles and Huberman in Sugiyono (2015), qualitative analysis activities are carried out interactively over and over again. Interactive models in data analysis can take the form of:

a) Data Reduction

Data reduction is a series process by focusing on important things by determining various main things. This stage contains the process of summarizing, recording and selecting important data obtained from the results of field interviews conducted.

b) Data Presentation

Data presentation is carried out by the author after data reduction. The data is presented as structured information from which the author draws.

c) Drawing Conclusions

Drawing conclusions is the answer to the research problem. Most conclusions are tentative and subject to change.

RESULTS AND DISCUSSION

Result

In this section the author would like to explain the internship program and discussion of the research carried out such as observations and interviews with sources and information obtained by the author while conducting the research as follows:

1. Observation

During the internship for approximately 4 (four) months, the author looked for the information needed to complete the final internship assignment. The author was placed in the customer relations coordinator (CRC) section of Tunas Toyota Cilegon. At the beginning of the internship month, namely March 2023, the author learned to understand service strategies in dealing with customers. How to greet customers properly and correctly to maintain good relationships with customers. Apart from that, the author is assigned to help follow up customers to ensure information services, try to listen to criticism and suggestions from customers, communicate via email and telephone to convey information, disseminate information about promotions to customers, welcome customers who come to the showroom, direct customers to Enjoy the facilities at the company to create a comfortable atmosphere for customers.

2. Interview

At this interview stage the author conducted interviews with three employees who served as Relation Coordinator, Sales, and Sales Counter Coordinator as well as two additional customers at PT Tunas Toyota Cilegon. The interviews took place directly face to face and were carried out with the approval of each interviewee. To provide maximum information, sometimes the author also asks for additional information via cellphone to complete the existing data. Based on the questions explained in the previous chapter. So the answer was obtained to continue research in looking for the use of Customer Relationship Management strategies at PT Tunas Toyota Cilegon which can be seen in the next discussion.

3. Respondent's Profile

In this interview the author has selected sources who have potential and information related to the research. So you can be sure that the answers from the sources have value and knowledge in finding research. The respondent profiles can be seen in the table below.

Table 1. Respondent's Data

Number	Nane	Code	Department
1	Ibu Artika	N1	Customer Relation Coordinator
2	Ibu Ema	N2	Sales Counter
3	Mba Titi	N3	Sales
4	Bapak Majid	N4	Customer
5	Mas Ali	N5	Customer

The author has summarized the questions that you want to ask the respondent several questions that can help find the results of the research being discussed include:

- How did you respond when you experienced the services provided by PT. Tunas Toyota Cilegon?
- How can you create a sense of trust in the company Customer?
- Do customers often buy more PT Tunas Toyota Cilegon products more than one?
- What kind of service does PT Tunas Toyota Cilegon provide for customer satisfaction?
- What factors influence customer satisfaction when making transactions at PT Tunas Toyota Cilegon?
- How do you respond when you use products from PT Tunas Toyota Cilegon?
- Have you ever recommended a product to PT Tunas Toyota Cilegon?
- How do you implement the Customer Relationship strategy that you use when providing services or using products at PT Tunas Toyota Cilegon?
- How much satisfaction did you get when you got or implemented the Customer Relationship strategy at PT Tunas Toyota Cilegon?

The results of each interview from the resource persons can be seen as follows:

1) *People Customer Relationship Management*

Table 2. The result of CRM *People* Indicators

Source's Code	Answer
N1	Yes. I have felt satisfaction with the services provided by PT Tunas Toyota Cilegon. As a Customer Relations Coordinator, I constantly interact with customers and monitor the quality of the service we provide. I see that PT

	<p>Tunas Toyota Cilegon is very committed to providing the best service to its customers. We always strive to meet customer needs and expectations by offering timely and efficient solutions. Not only that, we also emphasize the importance of friendly and professional service from all of our staff. Based on experience and feedback I received from customers. Many are satisfied with the services we provide, and this is a motivation for us to continue to improve the quality of services in the future</p>
N2	<p>Of course, I have felt satisfaction with the services provided by PT Tunas Toyota Cilegon. As a Salesperson, I often interact directly with customers in the vehicle purchasing process. From my experience, PT Tunas Toyota Cilegon always tries to provide the best service, from initial consultation to the sales and after-sales process. We ensure that every customer gets clear and complete information about the products they are interested in, as well as fast assistance if they have questions or problems. I see that customer satisfaction is our top priority, and this is reflected in the various programs and initiatives we run to improve the customer experience.</p>
N3	<p>If being asked about satisfaction with the services provided by PT Tunas Toyota-Cilegon, I feel it is normal. As a Salesperson, I see that the company is trying to provide good service to customers, but I also realize that there are still several aspects that can be improved.</p>
N4	<p>If being asked about my satisfaction with the services provided by PT Tunas Toyota Cilegon, I feel that it is normal. As a customer, I see that the service provided is quite standard.</p>
N5	<p>Yes. I am satisfied with the service provided by PT Tunas Toyota Cilegon. As a customer, I felt that they were very professional and responsive in handling my needs. The car purchasing process went smoothly and without a hitch. Starting from initial consultation, unit selection, to delivery. Additionally, their staff was very friendly and informative, explaining all the details clearly and making sure I understood every step.</p>

2) *Process Customer Relationship Management*

Table 3. The result of CRM *Process* Indicators

Source's Code	Answer
N1	It's very simple, to create a sense of company trust in customers. We at PT Tunas Toyota Cilegon always try to maintain transparent and honest communication. As CRC, I ensure that every interaction with customers is carried out with full attention and professionalism. We listen to complaints and feedback from customers seriously and strive to provide satisfactory solutions as quickly as possible.
N2	I just follow the rules, for example to create a sense of company trust in customers, I always try to build good and sincere relationships with them. When interacting, I try to be honest and transparent in providing information, both about the advantages and disadvantages of the products offered. I want customers to feel what they can trust that's what I said.
N3	For me, the way to create a sense of company trust in customers is by always following the existing rules and not making things complicated. So, when interacting with customers, I make sure all processes run according to procedures. For example, documents it must be complete and clear, the car delivery time is as promised, and the information provided must also be accurate
N4	For me, the way PT Tunas Toyota Cilegon creates that sense of trust is by always open and not adventurous. When I bought a car there, the whole process was clear and nothing was hidden. They told me all the details about the car I wanted to buy, from the advantages to the disadvantages. They are also always on time. The car delivery promise was appropriate, and if I had questions or complaints, they were responsive and immediately provided solutions. That makes me feel valued as a customer
N5	So far I like it, I like it because they don't only care about the time of sale, but also after the car reaches me. They often check the condition of my car and ask if there are any problems. So, it feels like they really care about me, not just wanting to sell.

3) *Technology Customer Relationship Management*

Table 4. The result of CRM *Technology* Indicators

Source's Code	Answer
N1	Hehehe I work here, so buy products here, please. The products we provide are of high quality and meet the safety and comfort standards expected by customers. As a CRC, I also often hear positive feedback from customers regarding their experience using our products. They like the car's performance, comfort when driving, as well as complete and useful features.
N2	Oh, so far as a salesperson at PT Tunas Toyota Cilegon, I have never bought a car here because the car I am using now was a gift from my father, and is still considered usable. So, there is no need to buy a new car here.

N3	I've actually bought a car here, but not for myself. I bought a car for my father, and I can say, my experience was very positive. The car we bought turned out to be very good, and my father was very happy with his choice.
N4	I am really satisfied with the Toyota CHR 2024 car, which I bought from PT Tunas Toyota Cilegon. This car has given me a great driving experience. The performance is very good, comfortable on long trips. And the features are very helpful.
N5	The car I bought, the newest Toyota Rush type 2024, I can say gave me a good experience. Overall, this car is like a car in general, comfortable for everyday use and quite reliable. What makes me happy is the contemporary features embedded in this car.

4) *Repeat Purchase Customer Loyalty*

Table 5. The Result of Customer Loyalty *Repeat Purchase* Indicators

Source's Code	Answer
N1	Yes, quite often customers buy PT Tunas Toyota Cilegon products more than once. From my experience as a CRC, many customers are satisfied with the quality of our products and services so that they return to buy a second or third car.
N2	Oh yes, customers often return to buy products from PT Tunas Toyota Cilegon. I often see customers who have bought a car from us coming back to buy another car or even buy a second car for their family. It seems like they are satisfied with the service and cars they get from us, so they don't hesitate to come back again
N3	Honestly, from my experience, it's not very often that customers return to buy a car again or for the second time. Maybe there are some who are considering it, but haven't reached the purchasing stage yet. I thought, it could be because they were still satisfied with the car they had bought before, or maybe because I had only worked for 2 years.
N4	Yes, I have bought cars twice from PT Tunas Toyota Cilegon, one for me and another for my child. My experience with PT Tunas Toyota Cilegon was very satisfying, so I don't hesitate to return there when I or my family need it new car.
N5	I only bought a car once from PT Tunas Toyota Cilegon, and that was for my wife and our family. We are very satisfied with our experience during the car purchasing process. PT Tunas Toyota Cilegon provides friendly and informative service, making us feel trusted and comfortable.

5) *Retention Customer Loyalty*

Table 6. The result of Customer Loyalty *Retention* Indicators

Source's Code	Answer
N1	When implementing the Customer Relationship strategy at PT Tunas Toyota Cilegon, we focus on a personal and responsive approach to customer needs and desires. As a CRC, I always try to listen well and provide effective solutions to every question or problem faced by customers. Apart

	from that, I also actively interact with customers through various communication channels, be it by telephone, email or social media, to ensure that they feel fully appreciated and supported by us
N2	So, as a salesperson at PT Tunas Toyota Cilegon, I am more concerned with giving extra attention to each customer. I always maintain a good relationship with them, listen to their needs and desires well. Then, I also often follow up to make sure they are satisfied with the car they bought.
N3	So, as a salesperson at PT Tunas Toyota Cilegon, I use a more personal approach to each customer. I don't just sell cars, but also help them find a car that really suits their needs and budget. I really like listening to their stories and giving them useful suggestions them.
N4	When I was a customer at PT Tunas Toyota Cilegon, I felt very appreciated. They have a good way of treating customers in a friendly and helpful manner. Whenever I needed help or had questions about my car, they were always ready to help with patience and understanding.
N5	Honestly, as a customer at PT Tunas Toyota Cilegon, I feel quite satisfied with the service they provide. They have a good way of treating customers in a friendly and professional manner. Whenever I need help or have questions about my car, they are always ready to help quickly. Apart from that, they also diligently provide the latest information about their products and services, so I feel connected.

6) *Referrals Customer Loyalty*

Table 7. The result of Customer Loyalty Referalls Indicators

Source's Code	Answer
N1	There's no need to ask, I as a CRC at PT Tunas Toyota Cilegon, of course often recommend our products to my family, friends and acquaintances. I have strong confidence in the quality of the products and services we provide here.
N2	As a sales person at PT Tunas Toyota Cilegon, of course I always do it, I recommend our products to anyone needing a new car. It's part of my job and I do it with pride
N3	Of course, as a salesperson at PT Tunas Toyota Cilegon, I always recommend our cars to anyone who is looking for a new car. I really believe in the quality of the Toyota products I sell, so there's no reason why I shouldn't recommend it. Every time a friend or family member needs a car, I immediately offer them Toyota Cilegon products
N4	I have never recommended a product from PT Tunas Toyota Cilegon to anyone others. Not because I don't want to, but more because I haven't had the time yet. The thing is, I myself am very satisfied with the products and services I get from here. But yes, I have not yet come across a situation or person who needs a new car and I can recommend PT Tunas Toyota Cilegon
N5	Yes, I am very satisfied with the products from PT Tunas Toyota Cilegon, so I don't hesitate to recommend them to anyone who needs a new car. My experience with the car I bought here was really top, from the quality of the product to the service

7) Customer Satisfaction

Table 8. The result of Customer Satisfaction

Source's Code	Answer
N1	My level of satisfaction with the Customer Relationship strategy at PT Tunas Toyota – Cilegon is very high. I feel that this strategy is very effective in strengthening the relationship between the company and customers.
N2	Yes, I feel very satisfied with the Customer Relationship strategy at PT Tunas Toyota Cilegon. I saw how effective this approach was in building relationships strong with customers. Every time I interact with customers, I feel supported by these strategies to provide better service
N3	Of course, I feel very satisfied with the Customer Relationship strategy at PT Tunas Toyota Cilegon. This approach has really helped me in building strong relationships with customers.
N4	Regarding the Customer Relationship strategy at PT Tunas Toyota Cilegon, I feel very satisfied. They have provided a great service, made me feel valued and heard as a customer. Whenever I have questions or needs, they are always responsive and ready to help in a friendly manner.
N5	In my opinion, the Customer Relationship strategy implemented by PT Tunas Toyota-Cilegon is quite satisfactory. While not perfect, they have done a good job of maintaining customer relationships.

4. Analysis of the implications of *Customer Relationship Management's* Indicators

Table 9. Indicator of Loyalty and Customer Relationship Management

Indicator	Description	Information
People	Service in building customer relationships	Very Good
	Dexterity and friendliness of employees towards customers	Very Good
Process	Speed in carrying out services	Very Good
	Ease of getting customer information	Good Enough
Technology	Use of the website to search for information related to services and product purchase	Enough

5. Analysis of Loyalty and Customer Satisfaction's Indicators

Table 10. Loyalty and Customer Satisfaction indicators

Indicator	Description	Information
Repeat Purchase	The services repurchase or subscribe	Many customers do the repurchase
Retention	The advantages of the product in the company's competitor	Has advanced and complete features

Referrals	Perform recommendation networks on customers or employee relatives	Customers or employees do recommendations to those closest to them
Kepuasan Pelanggan	Matching expectations for services to customer	Very Satisfied

Discussion

The implementation of Customer Relationship Management at PT Tunas Toyota Cilegon has succeeded in implementing various Customer Relationship Management (CRM) strategies well, which has had a positive impact on customer loyalty. Based on the researcher's observations at the research location, the researcher saw that PT Tunas Toyota Cilegon had a personal and responsive approach in serving customers, transparency in every interaction, as well as an effective customer retention program are the main factors that have strengthened relationships with customers.

Based on the results of interviews with internal company parties and customers. The implementation of Customer Relationship Management with the aim of increasing customer loyalty has been implemented in accordance with the measurement indicators, namely people, process, technology according to Wongsanskharoen et al (2013) and the implementation is very good. Average respondents had good and positive answers, they even felt enthusiastic plans to make a repeat purchase at PT Tunas Toyota Cilegon.

However, there are some things to remember and maintain. What needs to be improved is consistency in implementing strategies and CRM across all company departments to ensure that every interaction with customers reflects the company's values. Apart from that, companies also need to maintain personal engagement with customers and strengthen customer retention programs in order to continue to increase customer loyalty. In this way, PT Tunas Toyota Cilegon can maintain its position as the main choice for customers looking for quality products and services in the automotive industry.

Based on content analysis of interview results, all answers from informants are very good and positive. It is all due to PT Tunas Toyota Cilegon really implements The principles of Customer Relationship Management strategy, as stated by Artika, a CRC, are:

"When carrying out the strategy, Customer Relationship at PT Tunas Toyota Cilegon, we focus on a personal and responsive approach to customer needs and desires. As a CRC, I always try to listen well and provide effective solutions to every question or problem In addition, I also actively interact with customers through various channels, communication, whether by telephone, email or social media, to ensure that they feel fully appreciated and supported by us".

Then, there was also a similar opinion from informant Majid, he as a customer at PT Tunas Toyota Cilegon said:

"When I was a customer at PT Tunas Toyota Cilegon, I felt that i am very important. They have a good way of treating customers in a friendly and helpful manner. Whenever I needed help or had questions about my car, they were always ready to help patiently and fully. understanding".

From the excerpt from the interview above, it can be seen that the Customer Relationship Management strategy really has a positive influence on customers, resulting in loyalty between them. When viewed as a whole, the average answer from customers or employees at PT Tunas Toyota Cilegon says good things. At least they said it was enough, no one said the service at PT Tunas Toyota Cilegon was bad.

CONCLUSION

Based on the research explanation above in the title “Analysis of the Implementation of Customer Relationship Management (CRM) in Increasing Customer Loyalty and Satisfaction at PT. Tunas Toyota Cilegon.” The company has a Customer Relationship Management (CRM) strategy in carrying out its company activities. This strategy is related to the service process for customers in selling Toyota brand four-wheeled vehicles. Every day companies have to think about ways to maintain existing companies by continuing to innovate and create good systems for the running of the company. Therefore, companies need to carry out activities, one of which is in the field of marketing, in developing good products and quality. One way to create this system is to provide good service to customers in order to maintain relationships to increase customer loyalty. This is also what PT. Tunas Toyota Cilegon uses a customer relationship management (CRM) strategy in implementing its company activities.

In implementing the Customer Relationship Management strategy at PT Tunas Toyota, it has been proven to work significantly well in increasing customer loyalty and satisfaction with the products and facilities offered by the company. It's just that there need to be several factors or company services that need to be improved. If the implementation of Customer Relationship Management continues to be developed in a positive direction, it is very likely that it can increase the number of customers at PT Tunas Toyota Cilegon.

Based on the research results that have been discussed, input or recommendations can be provided for PT. Tunas Toyota Cilegon to further develop the level of loyalty towards customers including:

1. Be more patient in providing clearer instructions, such as when dealing with customers who have criticism and suggestions regarding the unit delivery service to the customer's address. This makes customers feel heard and can be used as evaluation material for the company to speed up the process of sending car units according to the specified schedule.
2. Make a commitment to welcoming customers at the sales counter. Always be friendly when customers come, making customers feel always enthusiastic if you want to come to the company office. Sales counters can be more sensitive to customer needs so that good relationships can occur and customer loyalty can increase.
3. Conduct evaluations at the end of each period or working day. In order to become a good company in realizing the company's vision and mission, especially in improving service loyalty and customer satisfaction. There needs to be an evaluation at the end of each period. This is done in order to find out and improve existing systems or strategies so that they can be maximized again so that customers feel deeper satisfaction and increase customer loyalty.

BIBLIOGRAPHY

- Assuari, S. (2004). *Manajemen Pemasaran*. Jakarta: Rajawali Press.
- Buttle, F. (2007). *Customer Relationship Management (Manajemen Hubungan Pelanggan) Concept and Tools*. Malang: Bayu Media Publishing.
- Carissa, A. O., Fauzi, A., & Kumadji, S. (2014). Penerapan Customer Relationship Management (CRM) sebagai Upaya untuk Meningkatkan Pelanggan. *Jurnal Administrasi Bisnis (JAB)* Vol. 15 No. 1, 1-11.
- Kemenperin RI. 2021. Kementerian Perindustrian Republik Indonesia: Industri Kimia Ketergantungan Bahan Baku Impor. (Online). <http://www.kemenperin.go.id/>.
- Kotler, Philip dan Gary, A (2007) *Dasar-dasar pemasaran*. Jilid 1 Edisi Kesembilan, Jakarta: Penerbit Prentice Hall-Inc.
- Kotler, Philip dan Kevin Lane Keller. (2009). *Manajemen Pemasaran*. Diterjemahkan oleh Bob Sabran. Jilid 1. Edisi Ketiga Belas Jakarta: Penerbit Erlangga.
- Kumar, V., Dalla Pozza, I., & Ganesh, J. (2013). Revisiting the satisfaction-loyalty relationship: empirical generalizations and directions for future research. *Journal of retailing*, 89(3), 246-

262.

Lovelock, C., Wirtz, J., & Mussry, J. (2011) Pemasaran Jasa. Jakarta: Erlangga.

Mashuri, M. (2020). Analisis Dimensi Loyalitas Pelanggan Berdasarkan Perspektif Islam. *IQTISHADUNA: Jurnal Ilmiah Ekonomi Kita*, 9(1), 54-64. doi:10.46367/iqtishaduna.v9i1.212.

Satyaleksana, B. Y., Suharyono and Yulianto, E. (2017). 'Pengaruh Customer Relationship Management (CRM) terhadap Kepuasan dan Loyalitas Pelanggan (Survei pada Pelanggan GraPARI Telkomsel di Kota Malang)', *Jurnal Admitrasi Bisnis (JAB)*, Vol. 46 No. 1.

Sugiyono. (2013). Metode Penelitian Kuantitatif, Kualitatif, dan R&D. Bandung: Alfabeta.

Sugiyono. (2015). Metode Penelitian Kuantitatif, Kualitatif dan R&D. Bandung: Alfabeta.

Tjiptono, F. (2005). Prinsip-prinsip Total Quality Service. Yogyakarta: Andi Yogyakarta.

Tjiptono, F., Chandra, G. (2012) Strategi Pemasaran. Yogyakarta: Andi Yogyakarta.

Wongsansukcharoen, J. Trimetsoontorn and W. Fongsuwan, 2013. Social Customer Relationship Management and Differentiation Strategy Affecting Banking Performance Effectiveness. *Research Journal of Business Management*, 7: 15-27. doi: 10.3923/rjbm.2013.15.27. <https://scialert.net/abstract/?doi=rjbm.2013.15.27>.

Zeithaml, V. A., Berry, L. L., & Parasuraman, A. (1996). The behavioral consequences of service quality. *Journal of marketing*, 60(2), 31-46.