Implementation of Customer Relationship Management (CRM) in Operational Management

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Keywords	
Customer Relationship Management (CRM), Operational Management, Customer Data Analysis, System Integration, Employee Training	**Abstract.** CRM has become a critical element in modern business strategy, especially in maintaining positive relationships between companies and customers. This research tries to understand how the implementation of CRM can influence and improve the efficiency and effectiveness of an organization's operational management. This research aims to explore and analyze the implementation of Customer Relationship Management (CRM) in the context of operational management. The research results show that the implementation of Customer Relationship Management (CRM) in operational management has a positive impact on customer relationships and operational efficiency. Customer data analysis has enabled organizations to deliver more personalized services tailored to individual needs, while the integration of CRM systems with operational management improves the accessibility and manageability of customer data. Employee training and emphasis on consistent communication also contribute to strengthening relationships with customers. The use of relevant performance metrics and regular monitoring provides a clear picture of the impact of CRM implementation, while continuous improvement and development based on customer evaluation and feedback supports responsiveness to changing customer needs. Through a cycle of continuous improvement, organizations can continually improve their operations, create better customer experiences, and maintain a competitive advantage in a dynamic business environment.

1. INTRODUCTION

The development of computer technology has now become the main driver of transformation in various sectors of life, including education, government, national defense and business (Gurbaxani et al., 1990). This development stems from society's demand for fast and easy access to information from various locations. In a business context, the role of computer technology is crucial because it makes it easier for business people to manage and develop their businesses (Fahey et al., 2001).

The use of computer technology in business allows business people to increase operational efficiency, expand market reach, and speed up the decision-making process (attaran Woods, 2019). Speed in obtaining information and communicating effectively is the main key in responding to rapidly changing market dynamics. Businesspeople who are able to adopt and integrate computer technology well can optimize their business processes, increase competitiveness, and achieve greater profits through goods and services transactions (Harmon, 2003).

Building good relationships with customers is an important aspect that should be the focus of every service organization, including companies and government institutions (Peppers & Rogers, 2016). The success of an organization is not only determined by the products or services they offer, but also by the extent to which they are able to establish positive relationships with customers (Roberts et al., 2003). Customers, as the main stakeholders, have a crucial role in influencing the reputation and business sustainability of an organization.

The importance of customer relationships lies in an organization's ability to understand and respond to customer needs and expectations. By establishing good relationships, organizations can create a sense of trust, loyalty and customer satisfaction (Swift, 2001). The position of customers as power holders in market dynamics shows that quality service and positive interactions can have a positive impact on the organization's image. In an era where communicating with customers is increasingly easy through various channels, organizations that are able to utilize technology and effective communication strategies will be more likely to build strong relationships with customers (Boulding et al., 2005). Therefore, establishing good relationships with customers is not only a good

business practice, but also a strategic step that supports the growth and sustainability of an organization amidst intense competition (Svendsen, 1998).

Implementing Customer Relationship Management (CRM) as a business strategy takes the concept of customer interaction to a higher level. Through careful analysis of customer data, organizations can provide more personalized and relevant experiences (Rababah er al., 2011). Service personalization plays a key role in forming strong relationships with customers, by tailoring products, promotions and communication interactions according to individual preferences and needs (Kotorov, 2003). By deeply understanding customer profiles, organizations can provide more effective solutions, increase customer satisfaction and build long-term loyalty (Rane, 2023).

Multichannel interaction is an important foundation in this CRM strategy. Providing customers with multiple communication channels gives them the flexibility to interact according to their individual preferences (Payne & Frow, 2016). Organizations that can manage and maintain message consistency across communication channels, including email, social media, and live chat, can increase communication effectiveness and support efforts to build strong relationships with customers (Buttle & Maklan, 2019). Thus, implementing CRM not only manages relationships, but also provides a foundation for business growth through increasing customer satisfaction and loyalty.

Integration of Customer Relationship Management (CRM) with operational management is the key to success in maintaining customer relationships. Through analyzing data obtained from CRM strategies, organizations can optimize their operational processes (Wetsch, 2006). For example, by understanding customer purchasing patterns, companies can design more efficient supply chains and manage stock more precisely. In addition, personalization of services resulting from customer information can help develop more effective marketing strategies and direct operational resources to more strategic areas (Halsne, 2015).

In the context of multichannel interactions, operational management can support the sustainability of CRM strategies. Managing consistent communications across channels requires good coordination between various departments, including operations (Awasthi & Sangle, 2012). System integration and operational processes that support rapid response to customer needs will provide a comprehensive experience. By implementing appropriate technology, such as business automation systems, organizations can speed customer response, increase operational efficiency, and ultimately, strengthen long-term customer relationships (Fruhling & Vreede, 2006). Thus, implementing CRM is not only a marketing strategy, but also a basis for improving overall operational performance.

Literature Review

Customer relationship management (CRM) is a concept that varies according to the views of various parties. For some people, CRM is an abbreviation of Customer Relationship Marketing. Meanwhile, another group which believes that not all customers want relationships with suppliers, deleted the word 'relationship' and chose a shorter term, namely 'customer management' aka Customer Management. There are also parties who prefer Relationship Marketing. Whatever the term, it is clear that CRM is a business practice that is focused or customer-oriented (Nguyen & Mutum, 2012).

According to Iriana & Buttle (2004) Customer Relationship Management (CRM) is a core strategy in business that integrates internal processes and functions with all external networks to create and realize value for target consumers in a profitable manner. Meanwhile, Pan dkk (2006) reveal that Customer Relationship Management (CRM) is a process of getting, maintaining and developing profitable customers and requires a clear focus on the attributes of a service that can produce value to customers so that it can generate loyalty. So here Customer Relationship Management (CRM) is not a concept or project, but a business strategy that aims to understand, anticipate and manage the needs of existing and potential customers of an organization.

2.   METHOD

In order to achieve the research objective of describing the implementation of Customer Relationship Management (CRM) in Operational Management, the most appropriate research is descriptive qualitative research, as suggested by Creswell & Poth (2016). Descriptive qualitative

research provides the flexibility to gain a deep understanding of human perception of the reality being studied. This method is flexible, allowing researchers to explore the context of the data thoroughly. Descriptive analysis, as explained by Williams (2007), is a relevant technique for drawing meaningful conclusions from research data. This approach utilizes observation, documentation and technical interviews in the data collection process. By carrying out data reduction and applying triangulation techniques, researchers can collect, analyze and verify data to produce a more comprehensive understanding regarding CRM implementation in the context of operational management. Thus, the use of descriptive qualitative methods provides an appropriate framework for describing and analyzing the complexity of implementing CRM in organizational operational management.

3. RESULTS AND DISCUSSION

Implementation of Customer Relationship Management (CRM) in Operational Management involves strategic steps to ensure that relationships with customers are well maintained and can support operational efficiency. The following are several aspects that can serve as a guide in implementing CRM in the context of operational management:

Customer Needs Analysis

Identifying customer needs and expectations is a critical step in implementing Customer Relationship Management (CRM) in Operational Management. Through careful data analysis, organizations can unearth deep insights into customer preferences, spending habits and expectations. By utilizing data analysis technology, such as machine learning algorithms and big data, companies can process information collected from transactions, online interactions and customer feedback. This process allows organizations to identify trends, patterns and trends in customer behavior, which form the basis for developing more personalized and relevant service strategies.

Additionally, the use of technology also allows organizations to understand customer preferences better. Utilization of analytics platforms and online surveys allows companies to collect direct feedback from customers, regarding their experiences with products or services. This information not only helps organizations understand current customer satisfaction but also provides valuable insight into anticipating future needs. Thus, the combination of data analysis and customer feedback through technology can create a strong foundation for designing operational strategies that better align with customer expectations and needs.

System Integration

Integration of the Customer Relationship Management (CRM) system with existing operational management systems is an essential step to increase effectiveness and efficiency in maintaining relationships with customers. The importance of this integration lies in its ability to create alignment between customer data and an organization's operational processes. By connecting these systems, customer information can be accessed in real-time by various departments, allowing organizations to provide more responsive service.

Good integration also ensures the availability of up-to-date customer data and is integrated with all operational processes, from production to delivery. This allows companies to respond quickly to changing customer needs and optimize supply chains and distribution. Additionally, data integrity maintained through system integration allows organizations to align operational policies, strategies and tactics with a comprehensive understanding of customers. Thus, the integration of CRM systems with operational management not only increases the accessibility of customer data but also leads to deeper understanding to support better decision making in the company's operational context.

Employee training

Employee training regarding the use of the Customer Relationship Management (CRM) system is an important stage in ensuring the successful implementation of this strategy in daily operations. Through this training, employees can understand the function of the CRM system, from collecting customer data to implementing more personalized service strategies. This training should cover how to efficiently manage and access customer information, including an understanding of key system features that support their operational activities.

The importance of employees' understanding of customer relationships in overall business strategy should also be emphasized during training. Employees need to understand that organizational success depends not only on improving operational efficiency but also on how they can contribute to building positive relationships with customers. Training should highlight the critical role customers play in business growth and how each interaction can impact a company's image. Thus, comprehensive training not only covers the technical aspects of using a CRM system, but also leads to a holistic understanding of how each employee can contribute to maintaining and improving customer relationships in order to achieve overall business strategic goals.

Personalization of Services

Leveraging customer data to provide more personalized services tailored to individual needs is an essential strategy for increasing customer satisfaction and strengthening long-term relationships. By analyzing customer data, organizations can understand preferences, transaction history, and behavioral patterns that reflect individual needs. The use of data analysis technology allows companies to create in-depth customer profiles, which can help design services that better match each customer's hopes and desires.

Adjusting operational processes is the next step to provide a better experience to customers. By understanding customer data, organizations can identify areas within operational processes that can be adjusted to be more responsive to customer needs. This involves changes in service provision, stock management and even delivery processes. These adjustments aim to create a smoother and more efficient experience for customers, which in turn can increase their satisfaction. By integrating customer data into operational decision making, organizations can provide more personalized service, strengthen bonds with customers, and gain a competitive advantage in an increasingly tight marketplace.

Communication Management

Maintaining consistent communication between operational departments and customers is key to creating a harmonious and coordinated customer experience. By ensuring that the messages conveyed by operational departments are aligned with company values and goals, organizations can avoid customer confusion and increase trust levels. Implementing standardized communications protocols can help ensure that the information delivered to customers is consistent, whether it relates to order status, service fulfillment, or other information that may impact the customer experience.

In an effort to strengthen interactions with customers, organizations need to utilize diverse communication channels. The use of modern technology such as social media platforms, instant messaging, and email gives customers the flexibility to choose the communication channels they are most comfortable with. Additionally, integration between these communication channels allows information to flow seamlessly between operational departments and customers, creating a unified and responsive communications experience. By utilizing diverse communication channels, organizations can proactively interact with customers, provide relevant information, and provide more personalized service according to each customer's preferences. As a result, this not only strengthens relationships with customers but also enhances the company's reputation as a responsive and trusted service provider.

Monitoring and Evaluation

In measuring the effectiveness of Customer Relationship Management (CRM) implementation, organizations need to establish performance metrics that are relevant and in line with their business goals. These metrics may include customer retention rates, increases in the number of transactions, response times to customer inquiries, and customer satisfaction levels. Selecting the right performance metrics will provide a holistic view of the extent to which CRM influences operational aspects and customer relationships.

In addition to establishing performance metrics, regular monitoring is an important step in assessing the impact of CRM implementation. Monitoring can be done through regular evaluation of established metrics, customer data analysis, and customer feedback. By conducting ongoing monitoring, organizations can identify changing trends, measure strategy effectiveness, and respond to

changing customer needs. Furthermore, regular monitoring allows organizations to identify areas that require improvement or adjustment in CRM implementation, so that it can continuously improve its effectiveness.

Sustainable Process Development

After evaluating and getting feedback from customers, organizations need to respond actively by making continuous improvements and development. Analysis of evaluation results and feedback provides valuable insight into weaknesses and opportunities for improvement in the implementation of Customer Relationship Management (CRM). Organizations can identify areas where customers are experiencing obstacles or deficiencies, and quickly design specific improvement strategies to address those issues.

Implementing a continuous improvement cycle is a must in the context of CRM implementation. This cycle involves repeated steps to evaluate, plan, implement, and monitor implemented improvements. In this way, organizations can ensure that improvement measures are not just implemented once, but are also maintained and improved over time. Implementing a continuous improvement cycle not only increases operational efficiency and effectiveness, but also creates an organizational culture that is responsive to customer needs and expectations.

Through this approach, organizations can utilize evaluation and feedback as an opportunity to improve services, design new innovations, and maintain the quality of relationships with customers. With a cycle of continuous improvement integrated into business strategy, organizations can continue to develop their ability to maintain positive relationships with customers and optimize operations to achieve long-term goals.

4. CONCLUSION

Implementation of Customer Relationship Management (CRM) in operational management has a significant positive impact on the organization. By identifying customer needs and expectations through data analysis, organizations can design services that are more personalized and tailored to each customer's preferences. Integration of CRM systems with operational management ensures the availability and accessibility of integrated customer data, supporting better decision making. Employee training on the use of the CRM system and understanding the importance of customer relationships makes employees a key element in maintaining and strengthening customer relationships. Furthermore, an emphasis on consistent communication between operational departments and customers, as well as the use of diverse communication channels, strengthens interactions with customers. Establishing relevant performance metrics and conducting regular monitoring provides the basis for assessing the effectiveness of CRM implementation, while continuous improvement and development based on customer evaluation and feedback ensures responsiveness to changing customer needs. By implementing a cycle of continuous improvement, organizations can continually improve operational efficiency and effectiveness, create better customer experiences, and strengthen long-term relationships. Overall, CRM integration in operational management is not just about technology, but also involves an organizational culture that focuses on customer service and continuous innovation to achieve competitive advantage in a dynamic market.

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