



# Customer Relationship Management (Crm) As A Marketing Strategy to Improve Retention at PT. Semen Tonasa

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**Abstract.** Study This aiming for know: 1) how effectiveness implementation Management Connection Customer (CRM) as a marketing strategy For increase retention customers at PT. Semen Tonasa; 2) Factors that influence effectiveness implementation Management Connection Customer (CRM) as a marketing strategy For increase retention customers at PT. Semen Tonasa. Research This use type study qualitative with approach descriptive analytical. Object in study This is PT. Semen Tonasa, while subject in study This taken from PT. Semen Tonasa environment with using purposive sampling technique. The data collection technique used in study this, among other interviews, observations, questionnaires, and documentation. Data organization and analysis techniques in study This done with three stages, including data condensation, data presentation, and drawing conclusions. Research results This show that: 1) Implementation of CRM at PT. Semen Tonasa increase connection customer through real-time data access, communication fast, and analysis needs. The " Customer First Training " training strengthens management relationship. Although There is challenge in synchronize data, integration CRM system improves efficiency, distribution, and trust customers, as well as support more marketing strategies appropriate targets; 2) Internal factors such as strong brands and relationships good customers play a big role. The success of CRM strategy in increase loyalty and satisfaction customer depends on ability company utilise internal strength, such as source Power humans and technology, for face competition in the cement industry.

**Keywords:** CRM, Marketing Strategy, Retention Customer.

## 1 Introduction

Management Connection Customer (Customer Relationship Management or CRM) is approach strategic focused on empowerment company for understand, build, and maintain ongoing relationship with customers [10]. In the era of globalization and competition growing business tight, company realize importance to preserve customer as asset valuable. CRM becomes runway for reach objective said, integrating technology information, business processes, and marketing strategies in order to create experience satisfying customers. In essence, management connection customer involving customer data collection, analysis behavior, and implementation of strategies that can increase engagement and satisfaction customer.

Management Connection Customer (CRM) has become part important from modern marketing strategies, focusing on increasing retention through connection term long. In the middle competition tight business, company now more notice needs and wants customers. CRM integrates technology information for collecting and analyzing customer data, which helps company understand preferences and behavior they [12]. According to Bratan et al. [2], the implementation of CRM does not only collect data but also utilize information This For personalization service, improve loyalty, and provide response fast to bait come back customer.

Through channel integrated communications, enterprise can respond complaint or input customer in a way proactive, improve satisfaction customers, and fix reputation brand. With build strong relationship, company can create loyal customers, those who are not only will Keep going do purchase but also can become advocate brand [5]. In the context of globalization and digitalization, implementation CRM technology also provides superiority competitive. Companies can access information customer from various sources and develop more marketing strategies directed. In addition, sophisticated data analysis allow company for predict behavior future customers, enabling more action proactive and effective.

PT. Semen Tonasa face decline retention customer consequence competition tight and dissatisfaction to service. For overcome matter this, company implement Customer Relationship Management (CRM) system as a main strategy. CRM enables PT Semen Tonasa understand preference customers, providing more personal service, and improve response to complaints. With utilizing CRM data, companies can analyze behavior customers, adjust marketing strategies, and strengthen loyalty. It is hoped that the implementation of CRM can reduce churn rate and strengthen position companies in the cement industry.

CRM Implementation at PT Semen Tonasa covers improvement service finished sell, where the company focus on completion fast and effective on complaint Customer. Service Team customers are also given training special for increase responsiveness and ensuring satisfaction customers on every point interaction. In addition, CRM allows PT Semen Tonasa do more market segmentation right, so that company can offer customized products and services with need every segment customer. With this strategy, PT Semen Tonasa Not only try maintaining customers, but also improve experience they through personalization service. Through approach This is PT Semen Tonasa hope can build connection term long with customers, strengthening loyalty, and maintaining market share in the South Sulawesi region and its surroundings, which ultimately support sustainability growth companies in competitive industries.

Success CRM implementation also depends on acceptance employee to change and understanding deep about values customers. Involve all over organization in CRM strategy development and implementation can increase internal coordination and synergy, forming culture business-oriented company customers, and open opportunity for innovation sustainable. In a global and digital context, management connection customer Keep going develop with adoption technology new like intelligence artificial intelligence, big data analytics, and cloud- based platforms. As center growth and sustainability company, CRM is not only about increase sales, but also about create deep relationship, building trust, and ensure sustainability business in term long.

PT. Tonasa Cement implementing Customer Relationship Management (CRM) in problem solving model form with develop system personalization integrated services to the entire business process, starting from sale until service finished sell. CRM is used for identifying problems faced customer with collect and analyze data regarding preferences, patterns purchase and needs specific them. Based on information This is PT. Semen Tonasa can offer the right solution, such as recommend the most suitable type of cement for project construction certain or optimize arrangement delivery in accordance with pattern booking previously. System This allow company respond need customer with faster and more efficient, improve satisfaction as well as loyalty customer.

Data analysis from CRM is used for making campaign more marketing directed can adapt promotion in accordance with certain market segments. Evaluation CRM is performed periodically for review effectiveness system, such as gather bait come back customers, and do adjustment use increase service. With this strategy, PT. Semen Tonasa hope can increase satisfaction, loyalty customers, as well as sustainable growth. As A illustration, previous customers buy OPC type cement (Ordinary Portland Cement) for construction bridge can PCC (Portland Composite Cement) is offered which is better strong and durable, and ideal for structure stand earthquake. The CRM system also allows PT. Semen Tonasa adapt offer with give discount based on purchase volume previously or promotion special moment request increase.

In determining the marketing strategy carried out by PT. Semen Tonasa in the future, the use of SWOT analysis with IFAS (Internal Factor Analysis Summary) and EFAS (External Factor Analysis Summary) methods are very important for done in CRM application of problem-solving model. IFAS analysis helps evaluate internal factors, such as strength in service personalization and weaknesses in service finished sell. While that, EFAS identified opportunity external, such as increasing demand for cement, and the threat from competition. With map factors this, company can formulate effective strategies, such as increase service finished sell through training team and target campaign marketing on growth project infrastructure. In terms of overall, analysis This allows PT. Semen Tonasa develop responsive and adaptive marketing strategies.

## 2 Literature review

### 2.1 Customer Relationship Management(CRM)

CRM (Customer Relationship Management) is a management process information Details about every customer with precise purpose in manage all interaction customer for increase level faithfulness they. There are four ability strategic main in CRM, namely technology ( refers to the technology that supports CRM implementation), people ( involving skills, abilities and attitudes from responsible individual answer on CRM), process ( refers to the method company in interact with customer For create mark add and satisfaction ), and knowledge and understanding that is describe approach company in processing customer data For get deeper and additional understanding value in relationships [4]. CRM assessment is a process that allows company for evaluate performance and effectiveness of their strategies in build,

maintain and improve connection with customers. For do effective assessment, company need own clear and measurable criteria. According to Rahmawati et al [10], the criteria or runway in evaluate connection management customer or CRM as following:

1. Customer Value (Customer Value)
2. Customer Interaction (Interaction) Customer)
3. Customer Statistics (Satisfaction) Customer)
4. Customer Knowledge (Knowledge) Customer)

## 2.2 Strategy

In general strategy language comes from from the word strategic which means according to strategy or meaningful plans and strategies knowledge strategy. Meanwhile, according to the term strategy is a careful plan know activity for reach target special. So that with so, strategy is actions that are Keep going continuously, experiencing improvement and done in accordance corner view about what consumers want and expect in the future front. In the context of business, strategy is planned steps in a way Be careful of reach superiority competitive and achieve objective term long company. Strategy involves taking decision based on analysis comprehensive about internal and external environment company, source available resources, opportunities, and challenges faced.

According to Sukriston in Umar [14], strategy is a planning process by leaders. goal - focused peak term long organization, with emphasize on anticipation change compared to only respond existing situation. Strategy helps company create mark plus for customers and retain Power competition in dynamic environment. Rachmat [9] also stated that strategy is guide for management and resources Power company for reach purpose, with impact term long at least five years. The strategy is multifunctional, considering various aspect company and oriented to the future.

Based on a number of definitions from various source on about understanding strategy, can concluded that strategy is plan action integrated directed for reach objective certain or overcome problem certain with the most efficient and effective way. The strategy involves analysis - based decision-making comprehensive about internal and external environment an entity, such as company, organization, or individuals, as well as utilise source existing power. The essence of the strategy is thought about necessary steps for reach objective in a manner and organized, and face challenges and opportunities with smart.

## 2.3 Strategy Marketing

Marketing strategy is A plan designed management for speed up settlement problems marketing and making decision strategic. Every part from management give contribution to strategy making on various level. Marketing is function that has the biggest interaction with environment external, although company own limited control on environment external [9]. Therefore that, marketing own role crucial in strategy development. In strategy development, marketing play a role as connector main between company and environment external. Function marketing own not quite

enough answer for understand the market, trends consumers, competitors, and factors external others that can influence performance company. With understanding this, team marketing can design an appropriate strategy for reach target market, promote product or services, and achieve objective marketing company.

In context strategy development, marketing has two aspects main: dimensions moment this and future dimensions. Dimensions moment This refers to the relationship that has been intertwined between company with the environment moment this. While that, the future dimension covers expected relationship will intertwine in the future as well as the necessary action program for reach objective said. Marketing strategy consists of from principles the basis on which base for management for reach objective business and marketing in the target market. In the sense this is a marketing strategy involving decision base about marketing, elements mix marketing, as well as allocation source Power marketing.

## 2.4 Retention Customer

According to Seth et al. [13], retention customer covers effort for maintain connection business between provider product or service with customer. Raab et al. [8] stated that retention customer is results from level customer dependency have to provider service or product. Gustafsson et al. [6] also stated that satisfaction customer can become factor key in influence retention, which indicates the need company for increase quality product or service they as well as offer higher price competitive. According to definition proposed by Ranaweera & Prabhu [11], retention customer highlight business marketing for maintain customer with refers to the tendency customer for still loyal to provider services in the future come.

Retention customer covers ability a company or organization for maintain and extend connection with customers who have use product or its services. This involves implementation of strategy and effort for maintain faithfulness customer as well as push them to continue choose product or services provided. Its significance the more increase in context competition tight business, because maintain existing customers There is often more cost-effective than with business interesting customer new. Interesting customer new often need big investment in marketing and promotion. On the other hand, maintaining existing customers There is tend more economical Because Already There is the relationship that is established.

## 3 Research methods

Study This is study qualitative purposeful to reveal the meaning behind fact through interview, notes personal, and documentation [7]. With approach exploratory and descriptive, research This focus on understanding deep related to CRM strategy for increase retention customers at PT Semen Tonasa. Research This held at PT. Semen Tonasa Jl. Tonasa 2, Biring Ere Village, District Bungoro, Regency Pangkep, South Sulawesi Province in April – May 2024. Object in study This is PT. Semen Tonasa, while subject in study This taken from PT. Semen Tonasa environment with using *purposive sampling* technique. Data in study This using primary data and secondary data. Primary data comes from from source person that is informant who came from

from PT. Semen Tonasa and sourced from from results interview and answers questionnaire distributed to informant. Secondary data in study This can in the form of documents, books, or archive relevant official with subject research. Author gets secondary data sources This from books, archives official, or related notes with CRM, Marketing Strategy, and Retention Customer. Data collection techniques used in study this, among other interviews, observations, questionnaires, and documentation. Data organization and analysis techniques in study This done with three stages, including data condensation, data presentation, and drawing conclusions.

## 4 Result and Discussion

### 4.1 Implementation of Management Connection Customer Relationship Management (CRM) as a Marketing Strategy at PT. Semen Tonasa

Implementing Customer Relationship Management (CRM) is an important strategy for PT. Semen Tonasa For build connection term long with customers. CRM helps company integrate data from various source use understand needs and preferences customers, allowing more personal service and improvements quality products. With CRM, PT. Semen Tonasa can more responsively handle complaints and feedback customers, strengthening image company, as well as increase products and services. CRM technology also supports segmentation customers, which is effective for more marketing programs appropriate targeted and efficient, as well as push growth sale.

In addition, CRM implementation allows PT. Semen Tonasa For do analysis deep to behavior and patterns purchase customers. With better understanding Good about preference customer, company can design product or offer more special in accordance with market needs, so that increase loyalty customers. CRM technology also helps team marketing in predict future needs and planning a proactive campaign, making connection with customer more dynamic and oriented term long. Through approach This is PT. Semen Tonasa can guard Power compete in the cement industry with Keep going increase satisfaction customers and optimize operational business.

According to Al-Homery et al. [1] that at least there is four components used in measure *Customer Relationship Management* (CRM), including technology, people, processes, knowledge and understanding, In research This in know implementation Management Connection Customer Relationship Management (CRM) as a Marketing Strategy at PT. Semen Tonasa For increase retention customer done through the interview process with Head Director Marketing, Head Department Marketing, and Head Department Distribution from PT. Semen Tonasa.

Research result with do method interview in study This show that CRM implementation at PT. Semen Tonasa has succeed increase relationship and understanding to customers, allowing company for respond needs and preferences customer with more accurate. Real-time data -driven CRM technology provides convenience access for every department in manage information customers and improve efficiency communication as well as distribution. Through integration supported CRM systems training such as "Customer First Training," employees equipped with skills important for build a more personal relationship with Customer. Approach This also allows PT. Semen Tonasa identify pattern purchase, customize

offers, and optimize marketing strategies based on in- depth data analysis. With Thus, CRM implementation contributes significant to improvement satisfaction, loyalty, and retention customers, strengthening position company in face competition cement industry.

#### 4.2 Factors that Influence Effectiveness Implementation Management Connection Customer (CRM) as a marketing strategy at PT. Semen Tonasa

Management Connection Customer (CRM) is an important strategy for PT. Semen Tonasa For increase Power competition in the middle competition strict cement industry. CRM effectiveness is influenced by internal factors such as strong brand, sources power, and efficiency operational, as well as factor external like market trends, digitalization, competition, and customer data privacy. SWOT analysis helps PT. Semen Tonasa maximize strength such as customer base breadth and modern CRM technology, at the same time identify weakness like data integration and needs training staff For CRM optimization in support satisfaction and loyalty customer.

**Table 1.** Strength of CRM Strategy of PT. Semen Tonasa

No	Strength	SWOT Code
1	Famous brands facilitate CRM in maintain customer.	S1
2	Support finance and manpower expert allow effective CRM implementation.	S2
3	CRM improves efficiency service customer.	S3

Source: Data Processing Results, 2024

**Table 2.** Weaknesses of PT. Semen Tonasa 's CRM Strategy

No	Strength	SWOT Code
1	Initial investment in CRM is large, including device software and training.	W1
2	Adaptation culture company to focus customer Can become challenge.	W2

Source: Data Processing Results, 2024

**Table 3.** CRM Strategy Opportunities of PT. Semen Tonasa

No	Strength	SWOT Code
1	CRM helps reach customers in a growing market wide.	O1
2	Allows PT. Semen Tonasa For more responsive to digital customers.	O2

Source: Data Processing Results, 2024

**Table 4.** Threats of CRM Strategy of PT. Semen Tonasa

No	Strength	SWOT Code
1	Competitors are also implementing CRM.	T1

- 2 Risk violation privacy in customer data management. T2
- 3 Risk on constraints technical matters that affect CRM performance. T3

Source: Data Processing Results, 2024

IFAS matrix is used for evaluating internal factors that influence performance companies, such as strengths and weaknesses of the company. On the other hand, the EFAS Matrix aims to for evaluate factor external factors that impact the company, including opportunities and threats that come from from environment external. Here are results analysis internal and external factors for PT. Semen Tonasa as following:

Table 5. IFAS Matrix

IFAS	Informant			Amount	Rating	Weight	X Rating
	Director Marketing	Head of Marketing Dept.	Head of Distribution Dept.				
Strength							
S1	4	4	4	12	4	0.2	0.8
S2	3	3	3	9	3	0.2	0.6
S3	3	3	3	9	3	0.2	0.6
Total Power	10	10	10	30	10	0.6	2.0
Weakness							
W1	2	4	3	9	3	0.2	0.6
W2	3	3	3	9	3	0.2	0.6
Total Weakness	5	7	6	18	6	0.4	1.2
<b>Total</b>	<b>15</b>	<b>17</b>	<b>16</b>	<b>48</b>	<b>16</b>	<b>1.0</b>	<b>3.2</b>

Source: Data Processing Results, 2024

Table 5. EFAS Matrix

EFAS	Informant			Amount	Rating	Weight	X Rating Weight
	Director Marketing	Head of Marketing Dept.	Head of Distribution Dept.				
Opportunity							
O1	4	4	4	12	4.0	0.2	0.8
O2	3	3	4	10	3.3	0.2	0.7
Total Power	7	7	8	22	7.3	0.4	1.5

Threat

T1	3	3	3	9	3.0	0.2	0.6
T2	4	3	4	11	3.7	0.2	0.7
T3	3	3	4	10	3.3	0.2	0.7
Total Weaknesses	10	9	11	30	10.	0	0.6
					17.		2.0
<b>Total</b>	<b>17</b>	<b>16</b>	<b>19</b>	<b>52</b>	<b>3</b>	<b>1.0</b>	<b>3.5</b>

Source: Data Processing Results, 2024

Reduce factor between the company's internal strengths and weaknesses, as well as between opportunities and threats external, is step important in formulate grand strategy matrix. Based on analysis Previously, alternative strategies could be set with reduce factors internal strengths and weaknesses as well opportunities and threats external. The purpose of subtraction This is for find dot, dot, dot strategic in the grand strategy matrix. Explanation about results from subtraction This explained as following:

- a. If the result subtraction positive This show that strength more dominant than weaknesses, which can indicate that company own strong internal position. And if opportunity more dominant than threat indicates that company own position strong internal factors.
- b. If the result subtraction negatives This show that weakness more dominant than power, which can become attention needed repaired. And if threat more dominant than opportunity indicates that the company also has a number of things to do become attention and need for fixed.

**Table 6.** Calculation of Analysis Factors

Analysis Factors	Score	Difference
Strength (S)	2.0	
Weakness (W)	1.2	0.8
Opportunity (O)	1.5	
Threat (T)	2.0	-0.5

Source: Data Processing Results, 2024

Analysis results show that internal factors (strength 2.0 and weakness 1.2) resulted in mark positive 0.8, indicating strong internal position. On the other hand, the factor external (opportunities 1.5 and threats 2.0) results in difference -0.5, indicating domination a necessary threat be aware of. Difference This mapped in the SWOT diagram, with The X axis is 1.0 (internal factor) and the Y axis is -3.9 (external factor). As explanation on depicted in the SWOT diagram below This.

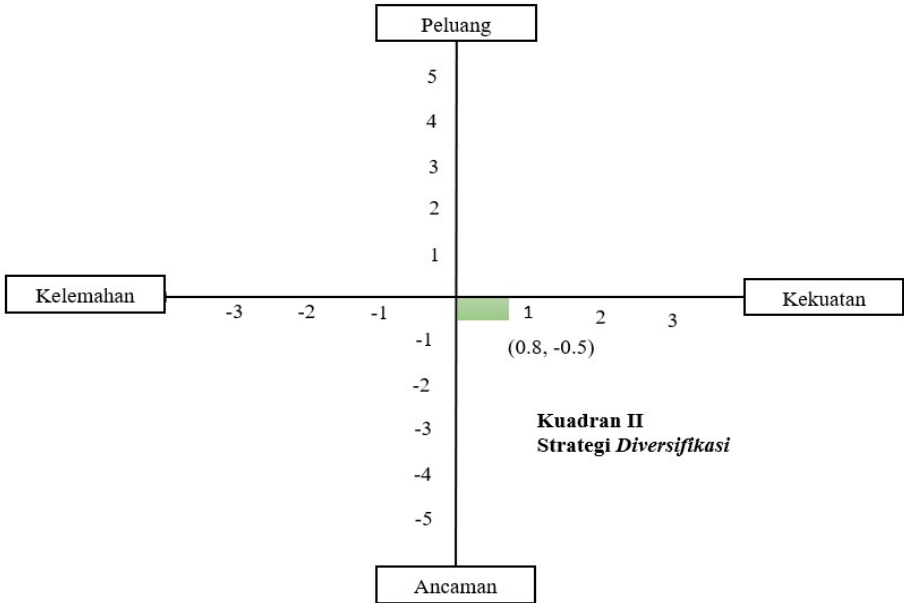


Fig. 1. SWOT diagram

Based on the image above show that the SWOT diagram for Internal and external factors of PT. Semen Tonasa is in quadrant II, which represents a diversification strategy. Quadrant II in SWOT analysis describes conditions in which the company own enough power dominant in face threat, even though the opportunities that exist No so big. This is show that company is at in position strong for face challenge external in the form of threat, even though available opportunities relatively limited. In figure 5.1, which shows the SWOT diagram of PT. Semen Tonasa in quadrant II, the company tend utilise or strengthen strength internal use overcome threat external without need to focus on existing opportunities.

According to Porter in Elias [3] that " to compete with success in a competitive market, a company must make choice clear strategic, namely focus on providing product with price tall or prioritize product with cost low, not try do both of them in a way simultaneously". Based on draft Here, Porter identifies three generic strategy principles, namely differentiation strategy, leadership strategy cost leadership, and focus strategy. As results research conducted show that CRM Management at PT. Semen Tonasa as a marketing strategy more support Porter's differentiation strategy, because objective the main thing is create superiority competitive through connection strong clientele, which is to be expected can increase loyalty and satisfaction as well as push growth term long company in the middle competition tight industry.

## 5 Conclusion

Based on results research conducted writer about management connection customer (CRM) as a marketing strategy for increase retention customers at PT. Semen Tonasa, then can withdrawn conclusion as following:

1. Implementation at PT. Semen Tonasa increase connection customer through real-time data access, communication fast, and analysis needs. " Customer First Training " training strengthens management relationship. Although There is challenge in synchronize data, integration CRM system improves efficiency, distribution, and trust customers, as well as support more marketing strategies appropriate target.

2. Internal factors such as strong brands and relationships good customers play a big role. The success of CRM strategy in increase loyalty and satisfaction customer depends on ability company utilise internal strength, such as source Power humans and technology, for face competition in the cement industry.

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