

## BAB 5

### KESIMPULAN DAN SARAN

#### 5.1 Kesimpulan

Pada bab ini, penulis akan mengemukakan kesimpulan dari hasil penelitian terhadap pelaksanaan CRM di YOGYA Group, dengan studi kasus di cabang Riau Junction. Kesimpulan diperoleh dengan menggabungkan hasil perbandingan dengan aplikasi yang sudah ada, hasil wawancara dengan pihak Riau Junction dan observasi pelaksanaan CRM di cabang. Adapun hasil penelitian ini dapat dijadikan dasar perancangan CRM. Berikut beberapa kesimpulan yang dicapai:

- a. Perubahan tren bisnis, termasuk di industri ritel, mengarah ke customer centric, dimana perusahaan perlu memuaskan kebutuhan, keinginan, dan sumber daya dari pelanggan secara individu, bukan sekedar segmen pasar atau pasar secara luas. Selain itu, percepatan pertumbuhan bisnis digital yang didominasi oleh kompetitor dalam wujud *e-commerce*, *marketplace* maupun layanan pendukung seperti ojek daring. Hal ini mengubah perilaku pelanggan dalam berbelanja, dimana mereka mengutamakan kemudahan dan kecepatan dalam memenuhi kebutuhan sehari-hari.
- b. Untuk menjawab tantangan dan kesempatan tersebut, dibutuhkan usaha untuk melakukan analisis dan evaluasi data yang dapat diperoleh melalui CRM. CRM sendiri merupakan integrasi dari aktivitas dan strategi perusahaan yang berkaitan erat dengan pelanggan. Adapun CRM berlandaskan pada teknologi dan informasi yang bertujuan untuk menciptakan hubungan dan profitabilitas antara pelanggan dan perusahaan dalam jangka panjang.

- c. YOGYA Group, dalam studi kasus yang dilakukan di YOGYA Riau Junction telah memiliki teknologi yang bersinggungan dengan CRM. Namun, dalam pelaksanaannya masih terdapat ruang untuk pengembangan, di antaranya melalui pengelolaan serta analisis data transaksi dan data pelanggan sebagai dasar pembuatan konten promosi, profil pelanggan, layanan dan hubungan pelanggan (*loyalty program, personalised promotion*), serta evaluasi pelaksanaan strategi atau aktivitas perusahaan tersebut.
- d. Adapun pengembangan pada strategi dan aktivitas di atas berfokus pada perolehan dan penginputan data pelanggan serta data transaksi, lalu koordinasi antara *Purchaser, Supervisor, Customer Service, Marketing*. Kemudian pihak terkait melakukan analisis data dan perbandingan dengan data periode lalu, untuk dijadikan dasar dalam pelaksanaan aktivitas tersebut di atas.
- e. Dalam pengembangan CRM tersebut, YOGYA Group, dalam studi kasus YOGYA Riau Junction, dapat menggunakan aplikasi CRM yang sudah ada di pasaran atau melakukan pengembangan internal. Adapun pengembangan internal dapat berdasarkan beberapa modul dari aplikasi yang sudah ada:
1. *Sales analytics*
    - *Sales dashboard*
    - *Sales forecasting*
    - *Multi-channel sales*
  2. *Customer analytics*
    - *Customer profile*
    - *Customer feedback survey*
    - *Contact management*
    - *Multi-channel customer service*

### 3. *Marketing analytics.*

- *Loyalty management*
- *Automated campaign*
- *Marketing dashboard*
- *Social media management*
- *Personalised marketing*

Secara general, modul-modul lain yang dibutuhkan adalah *data sync* dan *real-time notification*.

Modul-modul ini berfokus pada elemen utama dari CRM yaitu interaksi, relasi, dan otomasi.

- f. Untuk mengukur implementasi strategi perancangan CRM ini, maka dibutuhkan evaluasi berdasarkan indikator kinerja dan indikator hasil. Adapun indikator-indikator ini ditetapkan untuk setiap aktivitas yang mencakup pengelolaan hubungan pelanggan, pengelolaan penjualan, dan pengelolaan promosi. Selain evaluasi, fungsi *monitoring* juga diberikan kepada *Store Manager*, *Chief Operation*, dan *Supervisor*.
- g. Pengembangan CRM yang akan diusulkan diharapkan dapat membawa kemajuan bagi perusahaan. Oleh sebab itu, manajemen YOGYA Group perlu menyiapkan sumber daya, mulai dari dana untuk penyisipan teknologi dalam operasional perusahaan sampai karyawan berkompeten yang dapat dicapai melalui pelatihan.

## 5.2 Saran

Saran yang dapat penulis bagikan berdasarkan hasil penelitian terhadap pelaksanaan CRM di YOGYA Group, dengan studi kasus di cabang YOGYA Riau Junction adalah sebagai berikut:

### a. Bagi perusahaan

- Dibutuhkan komunikasi dan koordinasi yang memadai dalam pelaksanaan CRM di perusahaan, agar dapat berjalan dengan baik dan memberikan manfaat demi pencapaian tujuan perusahaan, dalam hal ini ialah kepuasan pelanggan.
- Mempersiapkan infrastruktur penunjang yang mumpuni seperti data warehouse, jaringan internet, server dan sumber daya manusia yang fasih dalam menggunakan CRM. Di sini, perusahaan perlu membekali diri dengan pendanaan yang cukup, baik untuk mengakuisisi teknologi baru secara utuh, melakukan pengembangan teknologi secara internal, maupun pelatihan penggunaan teknologi bagi karyawan.
- Memastikan konsep bisnis berbasis pelanggan dipahami oleh seluruh level karyawan sehingga apabila ada program atau strategi baru, khususnya mengenai CRM, dapat diimplementasikan dengan baik. Selain itu, kemauan seluruh karyawan untuk mengutamakan kepuasan pelanggan juga penting agar dapat membantu perusahaan melakukan pembenahan aktivitas bisnis ke depannya.
- Kesadaran akan perolehan dan pemanfaatan data sebagai dasar pengambilan keputusan dan pelaksanaan rencana perusahaan. Kesadaran ini dapat diperoleh dengan menjadikan pemanfaatan data dan CRM sebagai langkah strategis perusahaan. Kemudian, dilanjutkan dengan evaluasi atas kinerja perusahaan

sebagai hasil analisis data tersebut, untuk menentukan sejauh mana CRM dapat membantu perusahaan dalam meningkatkan kepuasan pelanggan.

- Perlunya mempertimbangkan integrasi aplikasi yang sudah dimiliki perusahaan untuk memastikan alur dan penyimpanan data yang tersinkronisasi sehingga dapat menghasilkan informasi yang akurat. Integrasi aplikasi dapat dimulai dari MyYogya (*membership + promotion*) dan aplikasi Yogya Online (*shopping*).

b. Bagi penelitian di masa depan

- Penelitian ini berfokus pada pelaksanaan CRM di industri ritel, maka dapat dikembangkan di industri lainnya.
- Penelitian juga dapat dikembangkan pada level pelaksanaan CRM yang sudah lebih baik (terintegrasi, sebagai bagian dari strategi perusahaan, teknologi yang lebih canggih) dan melihat pengaruhnya, seperti terhadap penjualan, promosi, dan tingkat retensi pelanggan.

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