

ABSTRAK

Skripsi ini dengan judul "Implementasi *Customer Relationship Management (CRM)* dalam Mempertahankan Pelanggan pada Pabrik Rokok Dua Dewi Ngantru" ini ditulis oleh Shulhan Masrur dibawah bimbingan Vida Maria Ulfa, M.M.

Kata Kunci: *Customer Relationship Management (CRM)*, Retensi Pelanggan, Loyalitas Pelanggan

Penelitian ini dilatar belakangi oleh perkembangan pesat industri rokok di Indonesia yang menghadapi persaingan sangat ketat. Menurut data kementerian Perindustrian (Kemenperin) Jawa timur merupakan provinsi dengan jumlah Industri Hasil Tembakau terbanyak, sekaligus jumlah penerimaan negara dari sektor cukai terbanyak di Indonesia. Konsumsi rokok yang stabil dan tingginya prevalensi merokok, terutama di kalangan laki-laki, menunjukkan bahwa rokok telah menjadi bagian dari gaya hidup masyarakat. Maka dari itu pentingnya penerapan *Customer Relationship Management (CRM)* sebagai strategi perusahaan dalam mempertahankan pelanggan ditengah persaingan bisnis yang semakin kompetitif ini, khususnya pada perusahaan manufaktur yang mengandalkan aktivitas distribusi dan hubungan langsung dengan pelanggan.

Penelitian ini bertujuan untuk mengetahui implementasi *Customer Relationship Management (CRM)* dalam mempertahankan pelanggan pada Pabrik Rokok Dua Dewi Ngantru serta untuk mengetahui faktor pendukung dan penghambat dalam implementasinya. Penelitian ini menggunakan pendekatan kualitatif dengan jenis penelitian lapangan. Data diperoleh melalui wawancara, observasi, dan dokumentasi, kemudian di analisis melalui reduksi data, penyajian data, dan penarikan kesimpulan.

Hasil penelitian menunjukkan bahwa implementasi *Customer Relationship Management (CRM)* pada Pabrik Rokok Dua Dewi Ngantru telah diterapkan melalui *Customer Relationship Management (CRM)* strategis, *Customer Relationship Management (CRM)* Operasional, *Customer Relationship Management (CRM)* Analitis. *Customer Relationship Management (CRM)* strategis diterapkan melalui orientasi hubungan jangka panjang, kunjungan rutin, komunikasi yang baik, dan menjaga kualitas produk. *Customer Relationship Management (CRM)* Operasional diterapkan melalui peran sales lapangan melakukan kunjungan rutin, penyampaian informasi produk, penanganan keluhan, dan distribusi produk. *Customer Relationship Management (CRM)* analitis diterapkan melalui pemanfaatan data pelanggan dan pencatatan penjualan sebagai dasar pengambilan keputusan. Faktor pendukung implementasi *Customer Relationship Management (CRM)* meliputi kunjungan rutin sales, komunikasi yang baik, kualitas produk yang terjaga, serta kedekatan hubungan dengan pelanggan. Sedangkan faktor penghambatnya meliputi pembagian stok yang belum sepenuhnya sesuai kebutuhan toko, adanya sales gadungan atau sales tidak resmi yang menjual dengan harga lebih rendah, serta persaingan produk kompetitor dengan harga yang sama namun kuantitas lebih banyak. Secara umum implementasi *Customer Relationship Management (CRM)* pada Pabrik Rokok Dua Dewi Ngantru telah berjalan cukup baik dalam mempertahankan pelanggan.

ABSTRACT

This thesis, titled “The Implementation of Customer Relationship Management (CRM) in Retaining Customers at the Dua Dewi Ngantru Cigarette Factory,” was written by Shulhan Masrur under the supervision of Vida Maria Ulfa, M.M.

Keywords: Customer Relationship Management (CRM), Customer retention, Customer loyalty.

This research is motivated by the rapid development of the cigarette industry in Indonesia, which faces intense competition. According to data from the Ministry of Industry (Kemenperin), East Java is the province with the highest number of tobacco product industries, as well as the highest state revenue from the excise sector in Indonesia. Stable cigarette consumption and high smoking prevalence, particularly among men, indicate that cigarettes have become part of the public’s lifestyle. Therefore, the implementation of Customer Relationship Management (CRM) is crucial as a corporate strategy to retain customers amid increasingly competitive business conditions, especially for manufacturing companies that rely on distribution activities and direct customer interactions.

This study aims to examine the implementation of Customer Relationship Management (CRM) in retaining customers at the Dua Dewi Ngantru Cigarette Factory, as well as to identify the supporting factors and barriers to its implementation. This study employs a qualitative approach with a field research design. Data were collected through interviews, observations, and documentation, and subsequently analyzed through data reduction, data presentation, and drawing conclusions.

The results of the study indicate that the implementation of Customer Relationship Management (CRM) at the Dua Dewi Ngantru Cigarette Factory has been carried out through Strategic CRM, Operational CRM, and Analytical CRM. Strategic CRM is implemented through a focus on long-term relationships, routine visits, effective communication, and maintaining product quality. Operational CRM is implemented through the role of field sales representatives conducting routine visits, conveying product information, handling complaints, and distributing products. Analytical Customer Relationship Management (CRM) is implemented through the utilization of customer data and sales records as the basis for decision-making. Supporting factors for the implementation of Customer Relationship Management (CRM) include regular sales visits, effective communication, maintained product quality, and close relationships with customers. Meanwhile, the inhibiting factors include stock allocation that is not yet fully aligned with store needs, the presence of unauthorized or unofficial salespeople selling at lower prices, and competition from rival products offering the same price but in larger quantities. Overall, the implementation of Customer Relationship Management (CRM) at the Dua Dewi Ngantru Cigarette Factory has been quite effective in retaining customers.