

Performance Measurement of Customer Relationship Management (CRM) Using The Crm Scorecard Method in CV. Lestari Motorindo Jaya Indralaya

Risma Damayanti¹, Ali Ibrahim*²

Department of Information Systems, Faculty of Computer Science, University of Sriwijaya

E-mail: ¹rismadamayanti32@gmail.com, ²aliibrahim@unsri.ac.id

Abstract

The measurement of customer relationship management (CRM) performance is very necessary to find out how much the level of performance of CRM in the company. CV. Lestari Motorindo Jaya Indralaya is a CV that is engaged in the sale of motorcycles, spare parts, and Honda motorcycle services located in Ogan Ilir Regency. The purpose of this study is to Evaluate and Also know the performance of CRM on CV. Lestari Motorindo Jaya Indralaya by using the CRM Scorecard. There are four perspectives on the CRM Scorecard method items, namely customer value, customer satisfaction, customer interaction, and customer knowledge. CRM performance measurement results in CV. Lestari Motorindo Jaya Indralaya is 3,937 in the Likert scale means having good performance. The measurement results that have low values are found in the customer interaction perspective, the which is 2.75.

Keywords: Customer Relationship Management (CRM), CRM Scorecard, Performance Measurement.

1. INTRODUCTION

Technology and information that is growing in line with the times today demanded all aspects of life should be ready with all the changes and updates to existing. The current technology is very helpful and the ease in running the activities of daily life. Similarly, the technology is very helpful, also current information is obtained from a variety of media and can certainly facilitate the search desired information. By looking at the various facilities this time so many companies that participated in utilizing information technology to support operational activities of the company and helps the company produce a variety of policies, strategies, and the decision that companies can compete.

Demand for vehicles as a means of transportation is increasing. It can be seen from the increasing economic growth impact on improving people's welfare. As well as the increasing growth of the population of the community activity has increased as well, because it is so encouraging increased use of a motor vehicle because it can help people in performing everyday activities.

The increasing demand for motorcycle making enterprise competition is also increasing. So that companies can continue to compete, companies must continue to innovate, improve customer service and improve the quality of goods and services. With the increasing competition among the companies required to continuously improve sales strategies in order to compete.

According to Yahya (in (Mawarni et al., 2015)) The management of relationships with customers or Customer Relationship Management (CRM) is a comprehensive business strategy in a company that allows the company to effectively manage relationships with customers. CRM helps companies identify customer profiles and can gain a deep understanding of customers about what is favorable or unfavorable so that companies can implement appropriate promotional programs to retain customers.

Customer Relationship Management (CRM) is a process of obtaining, maintaining and improving relationships with customers in order to create value for customers, so that customers are satisfied and can maximize profits for the company in order to gain a competitive advantage, paying attention to every product quality in order to provide customer satisfaction (Nugraha et al., 2017), CV. Lestari Motorindo Jaya Indralaya is one of the selling dealer and authorized repair shop honda motorcycles which are in Ogan Ilir. CV. Lestari Motorindo Jaya Indralaya currently have implemented the concept of Customer Relationship Management in running the company's long-term strategy. However, Customer Relationship Management is necessary in the evaluation of its application for the company to determine the performance of Customer Relationship Management. The method can be used to measure the performance of Customer Relationship Management is a CRM Scorecard. Methods CRM Scorecard is a framework used to determine the successful implementation of Customer Relationship Management. CRM performance measurement is used to provide feedback in the form of changes to the new initiative on CRM strategy. (Mahmudi and Ngadenan, 2017)) CRM Scorecard is an important component of an information system in an organization, and is used to evaluate the strategy and business performance and develop smart solutions.

In evaluating Customer Relationship Management, CV. Lestari Motorindo Jaya Indralaya using PU Niguri to see the report from the existing CRM. However, the application of Customer Relationship Management at CV. Lestari Motorindo Jaya Indralaya encountered problems, namely a decrease in the number of customers who make purchases honda motorcycle last few months. And also the increasingly fierce competition today because not only compete against other brands but there is also a competition with the Honda brand company in Ogan Ilir demanding CV. Lestari Motorindo Jaya to continue to improve the company's strategy. Then the lack of promotional information on the CV. Lestari Motorindo Jaya Indralaya, for the delivery of the information is still using the brochure. In evaluating Customer Relationship Management at CV. Lestari Motorindo Jaya Indralaya using PU Niguri company has a constraint for Customer Relationship Management is not running at 100% makes the evaluation a little inhibited. So instead, it required a measurement of the performance of CRM in order to evaluate its implementation and can increase the company's strategy.

Based on the background described above, the authors are interested in conducting research on these issues into a report thesis with the title "Performance Measurement Customer Relationship Management (CRM) CRM Method Using Scorecard at CV. Lestari Motorindo Jaya Indralaya ".

1.2 Benefits Research

The benefits of this research are as follows:

1. Can help CV. Lestari Motorindo Jaya Indralaya in enhancing and improving the performance of Customer Relationship Management.
2. Can help CV. Lestari Motorindo Jaya Indralaya to improve Customer Relationship Management strategy.

1.3 Scope of Problems

To be the subject of research and this thesis does not deviate from the scope of the problem, the authors limit the scope of issues to be discussed are as follows:

1. This thesis discusses only the measurement of the performance of Customer Relationship Management at CV. Lestari Motorindo Jaya Indralaya.
2. Performance measurement method using a CRM Customer Relationship Management Scorecard with four customer-oriented perspective including customer value, customer satisfaction, customer interaction and customer knowledge. Where the determination of the weighting assisted by pairwise comparison method, whereas for assessment using a Likert scale.

2. LITERATURE REVIEW

2.1 Research Accomplished

The author takes a couple of references used as consideration in formulating this thesis, such as by research conducted by (Mahmudi and Ngadenan, 2017)ie by measuring the performance of Customer Relationship Management (CRM) can increase the customer satisfaction and loyalty in the Cooperative Batik Lasem. The methods band is used in measuring the performance of Customer Relationship Management (CRM) is the CRM Scorecard and OMAX, where there are four perspectives in the CRM Scorecard is Customer Value, Customer Satisfaction, Customer Interaction, and Customer Knowledge.

Furthermore, the research conducted by (Ibrahim et al., 2017)Customer Relationship Management on the impact of the service, which in an era of technological development and high levels of competition should be able to apply Customer Relationship Management (CRM) to improve services. Due to the CRM then an organization can survive in the intense competition. Where appropriate model in the implementation of CRM is to conduct interviews and questionnaires. According to(Soltani et al., 2018) linkages between customer orientation and organizational ability, information technology, and customer knowledge management has been recognized as one of the key factors for the success of CRM and all the factors directly affect the performance of the organization.

later studies (Kim et al., 2003)entitled A Model For Evaluating The Effectiveness of CRM Using The Balanced Scorecard which in this study developed a model to evaluate CRM using CRM evaluation framework. Each was evaluated by metrik yang proper perspective. The perspective used in CRM Scorecard is Customer Value, Customer Satisfaction, Customer Interaction, and Customer Knowledge. Among the four perspective, the perspective of customer satisfaction is the most important because customer satisfaction is directly related to the company's revenue. Customer satisfaction is measured using a questionnaire using Service Quality. Approaching the author of research undertaken now that the Performance Measurement Customer Relationship Management (CRM) and CRM Scorecard Method Using CRM Scorecard is based on four perspectives which in the perspective of having attributes different from previous studies. Expectations from this study also that corporate leaders can know and evaluate the performance of CRM to improve a CRM strategy in the future.

2.2 Customer Relationship Management

Customer Relationship Management(CRM) or customer relationship management is a type of management that specifically discusses the theory about how to handle the relationship between companies and customers with the aim of increasing the company's value in the eyes of its customers. CRM embraces all aspects of dealing with prospects and customers today(Puspa and Sugiana, 2018), CRM is a tool and strategy for managing customer interactions using technology to automate business processes. CRM consists of the activities of sales, marketing and customer service activities(Ansari et al., 2018), As a business strategy, CRM strives to meet the needs and preferences of customers, to be considered as different and unique(D. Peppers and Rogers, 2016), CRM is a customer-oriented business strategy that concentrates on improving the level of customer satisfaction and customer loyalty by providing more personalized service and customized to customer(Farhan et al., 2018),

2.3 Phase of Customer Relationship Management

This phase of the CRM cycle can be explained as follows (Nugroho and Santoso, 2015):

1. *Acquire*, the process of acquiring a new relationship is to get new customers that can be realized in various strategies. Keywords can be associated with this phase is differentiation, innovation, and comfort (convenience).
2. *Retain, retaining customer relationship* is the phase where the organization is pursuing a strategy to retain customers by improving service. Customer retention become an important strategy for the company because of choice for more and more customers are created by many service provider organizations (competitors). The keywords that can be associated with this phase is adaptability, listening, and Responsibility.
3. *expansion*, is the time to establish a good relationship that has existed with the customer, to always listen to customers and serve them well, creating a loyal customer to the product / service organization. Some keywords that can be associated with this phase is loyalty, reduce costs, and customer service.

2.4 Performance Measurement

Performance of the organization / company is an overview of the level of achievement of the implementation of an activity / program / policy in achieving the goals, objectives, mission and vision of the organization / company that is contained in the draft strategy of an organization. Performance measurement can be used to assist a firm in the decision as a step in enhancing the competitiveness of companies(Abadi et al., 2018), According to (Hanuma and Kiswara in (Khotimah et al., 2015)) Performance measurement is a process of assessment of the company's goal to be achieved by the company, which is associated with the achievement of resource utilization efficiency in producing goods and services, quality, and efficiency measures to achieve the desired goal. Understanding the use of information is the key to effective measurement of design elements. The core of the measuring element is a template measurement, because it helps gather information, build indicator, informing the decision-makers and how to achieve strategic goals(Hugo A et al., 2014), The customer is the sole source of income the company's current and future growth(Erdil and Öztürk, 2016), The desired result for a private organization is growing, profitable and competitive company. The goal is to satisfy the needs of the customer, because the customer is the main source of income(Ioppolo et al., 2012),Measurement of the performance of Customer Relationship Management (CRM) is very important for managers to conduct an evaluation of Customer Relationship Management (CRM) and planning vision, mission and goals of the future.

2.5 CRM Scorecard

CRM Scorecard is a framework to determine the successful implementation of Customer Relationship Management (CRM). The first step in this Scorecard CRM model is the determination of the vision, mission and strategy of CRM. The next is to develop a CRM strategy. The purpose of this step is to find a strategic factor of what is most appropriate. Then the next step is to find the relationship between CRM activities with business objectives (purpose of business is to increase profits)(Badariah et al., 2010), This method can help to show some of the CRM perspective needs to be improved and can improve the efficiency and performance of an organization(Mahmudi and Ngadenan, 2017), Methods CRM Scorecard provide a framework that is used to translate the vision, mission and strategikedalam objectives and measures that can be viewed from four perspectives. The four perspectives, namely the perspective of customer value, customer satisfaction, customer interaction and customer knowledge.

Model CRM Scorecard obtained in the form of perspectives, strategic objectives, benchmark (measure), the target, the weight and scale of assessments. Measurements were performed by collecting data for each benchmark will be compared with the target in accordance with the scale. Value will be multiplied by the weight to get the final score of the CRM Scorecard. For strategic purposes with a value below the target that needs to be fixed strategic initiatives(Suhardini et al., 2017),

3. METHODOLOGY

In a study conducted by Researchers in developing the system was Prototyping Method.

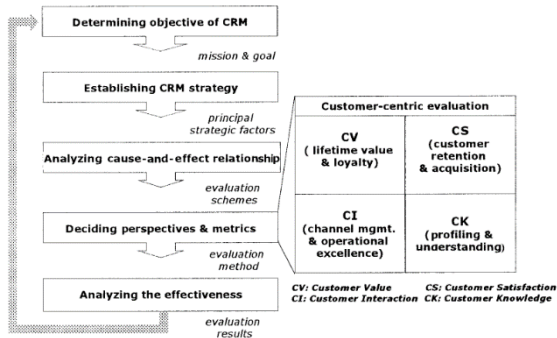


Figure 1. Model Evaluation of CRM
Source: (Kim et al., 2003)

In (Pradita and Suhardini, 2018) CRM program for the identification and design of scorecards CRM model, the following phases:

1. Translation CRM objectives into four perspectives CRM Scorecard.
2. Determination of the strategic objectives of each perspective CRM Scorecard.
3. Development of CRM Strategy Map.
Strategy Map CRM describes a causal relationship between the strategic objectives in the perspective of customer value, customer satisfaction, customer interaction and customer knowledge. Derived from the vision, mission, strategies CV. Lestari Motorindo Jaya Indralaya.
4. Benchmarks, targets and strategic initiatives.
 After making a complete CRM strategy map is created, then the next step is to design the measurement model of CRM strategy by setting benchmarks, targets and strategic initiatives undertaken to achieve strategic objectives.
5. Weighting.
 Weighting was performed using pairwise comparison method or pairwise comparisons.
6. Normalization weighting of each strategic goal in every perspective.
 After weighting using pairwise comparison method further then normalizing each weight in each of the strategic objectives.
7. Scaling CRM assessment.
 CRM assessment scales used using a Likert scale.

4. RESULTS AND DISCUSSION

4.1 Perspective Customer Satisfaction Questionnaire Results

Research questionnaire distributed to customers CV. Lestari Motorindo Jaya Indralaya. Followed by validity dn reliability on each item the question. Here are the results of the processing of customer satisfaction questionnaire research perspective:

	QUESTION	TOTAL	AVER AGE
	Empathy		
1.	Employees provide information kindly	379	79.78
2.	Employees providing service with courtesy	386	81.26

3.	Employees are encouraged to seriously pay attention every customer complaint	387	81.47
4.	Employees serve every customer wants and needs fine	394	82.94
	ASSURANCE		
5.	Services provided by the front desk (reception) greatly simplify and help when service motorcycle	386	81.26
6.	Mechanics have the knowledge and the ability to fix any problems found on a motorcycle	376	79.15
7.	Providing comprehensive parts	373	78.52
8.	Having a motorcycle repair history record	373	78.52
	responsiveness		
9	The response provided by the employee quickly to customer complaints	390	82.1
10	Employees are willing to respond to complaints	391	82.31
11	Motorcycle mechanic doing repairs in accordance with the procedure	391	82.31
12	Employees receive and served well	394	82.94
	tangibles		

13	Employees are neat and clean appearance	375	78.94
14	Facilities comfortable waiting queue	369	77.68
15	The location is within easy reach dealers	389	81.89
16	Cleanliness dealer	387	81.47
17	Dealers have a safe parking place	402	84.63
	RELIABILITY		
18	Mechanical ability in repairing motorcycles	383	80.63
19	The ability of the employee to serve	377	79.36
20	Employees help if there are problems	388	81.68
amount			80.94

The above are the results of questionnaires from its low point in waiting facilities queues were comfortable with the average value of only 77.68. Furthermore, there is the statement provides a comprehensive parts and have a motorcycle repair history record with the average value of 78.52 each. The third statement with the lowest value must be increased because customers have high expectations. For motorcycle queuing facilities service customers want comfort in waiting motorcycle serviced. This statement is enhanced by increasing the comfort of the queue space such as adding the fan and other supporting facilities such as providing reading books or newspapers. Providing comprehensive parts can make customers feel satisfied because customers do not have long to wait ordering spare parts to the headquarters first.

4.2 Translation CRM objectives into four perspectives CRM Scorecard

From the vision, mission, and business strategy undertaken CV. Lestari Motorindo Jaya Indralaya. Do drop in vision, mission, and business strategy CRM Scorecard into four perspectives, namely:

- Perspective Customer Value

According to Carlson in (Iyer et al., 2018) customer value also includes results / final state and experiences for goal achievement process to improve customer satisfaction, CV. Lestari Motorindo Jaya Indralaya provide the best service and offers a rapid process in regard to obtaining a vehicle registration and vehicle flat. In addition CV. Lestari Motorindo Jaya Indralaya promote the quality of human resources (HR) in providing services to customers. Mechanics already have certification in repairing motorcycles. As the third mission, namely availability, are always ready and always give the best for the customer. And the second mission that is easy, that simplify the entire process of buying motorcycles, parts, and service.

- Perspective Customer Satisfaction

Customer satisfaction measurement as an input in the process of continuous improvement and identify ways in which companies determine their competitive position (Striteska and Jelinkova, 2015), In accordance with the vision of the company which the company is promoting customer satisfaction. Customer satisfaction can only be realized if the dimensions of service quality provided with either. A good quality of the services in question are

services to customers' needs in accordance with the dimensions of service quality (servqual). Dimensions of service quality will have an impact on customer satisfaction perspective.

- **Perspective Customer Interaction**

Relationship or interaction between the customer and the company is promoted by CV. Lestari Motorindo Jaya Indralaya. The company seeks a relationship with existing customers and potential new customers by holding events that are held regularly. In addition, customers who make a purchase again or be called by the customer repeat orders (RO) should continue woven its communication by asking the state of the motor and also offer promos or special programs to make another purchase of vehicles. The Company believes in good customer interaction can be seen with the success of the marketing strategy.

- **Perspective of Customer Knowledge**

Knowledge and a good understanding of the customer is needed by the company, where information on understanding the customer will be required for consideration in the preparation of the strategy and decision-making in the company. A company can find patterns of customer behavior more easily. Increased customer knowledge will ultimately help companies improve customer satisfaction(Li et al., 2018), Companies can collect data characteristics and customer behavior by looking at the data for age, sex, occupation, date of birth, and address the integrated database system that can be used as a reference for the company in designing marketing strategies. Therefore the company's database system is very concern of companies considering large enough number of subscribers. The company also always try to be open to technological developments that are central to this perspective. According to Rigby in(Keramati et al., 2010)the role of technology can not be denied, and we expect a stronger relationship. CRM technology is important in facilitating the process of information(Jayachandran et al., 2005), The company also paid attention to the human resources (HR), to provide training and certification for employees and mechanics at the garage. Employee training itself is done in South Sumatra honda main dealer. Because the company believes that good of human resources customers will be more loyal to the company.

4.3 Penetapan strategic objectives of each perspective CRM Scorecard.

The strategic objective is the result of the interpretation and translation of the vision, mission and strategy of the company. The strategic objective is a plan and targets companies that will be realized, which can be used as an indicator in assessing the performance of customer relationship management (CRM) company. Here are the strategic objectives for each perspective:

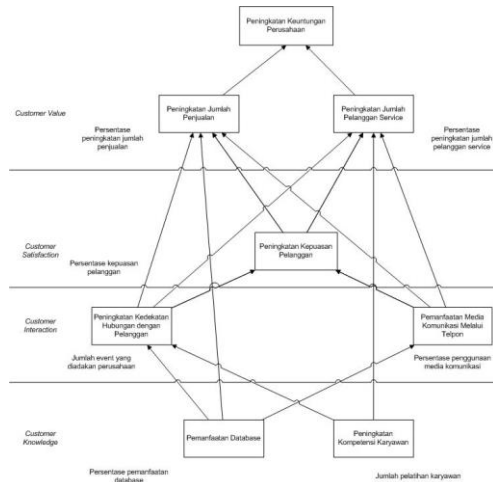
Perspective CRM Scorecard	Strategic Goals
<i>Customer Value</i>	- The increase in the number of sales - An increasing number of customer service
<i>Customer Satisfaction</i>	- Increased customer satisfaction
<i>Customer Interaction</i>	- Increasing closeness of the relationship with the customer - Utilization of communication media by telephone
<i>Customer Knowledge</i>	- utilization database - Increasing employee competency

4.4 Development Strategy Map

CRM Strategy Map illustrates a causal relationship between the strategic objectives in perspective customer value, customer satisfaction, customer interaction and customer knowledge. Derived from the vision, mission and strategy on the CV. Lestari Motorindo Jaya Indralaya

4.5 Determination Benchmarking, Target and Strategic Initiatives

The next stage is designing the CRM performance measurement system through the establishment of benchmarks, targets and strategic initiatives that are used to achieve the target. Based on discussions and interviews with the company obtained the following results:



No.	Perspective	Benchmark	Target	Initiative Strategy	
1	Customer Value	The increase in the number of sales	Percentage increase in the number of customer service	The number of subscribers per year 5%	<ul style="list-style-type: none"> • Increase promotion activities • Improving service to customers • Develop events that are focused to attract new customers
2	Customer Satisfaction	An increasing number of customer service	Percentage increase in the number of customer service per year	Total customer service per year 7%	<ul style="list-style-type: none"> • Improve and enhance customer service • Improve the mechanical ability

No.	Perspective	Benchmark	Target	Initiative Strategy	
1	Customer Satisfaction	The level of customer satisfaction	The percentage level of customer satisfaction	100% customer satisfaction	<ul style="list-style-type: none"> • Responds quickly to any customer complaints • Provide good service and memorable for the customer • Understanding the needs of customers well

No.	Perspective	Benchmark	Target	Initiative Strategy	
1	Customer Interaction	Increasing closeness of the relationship with the customer	Total roadshow conducted annually	Implementation of 12x roadshow	<ul style="list-style-type: none"> • Planning and implementation of activities / events that attract new customers and fostering good relationships with existing customers
2	Customer Interaction	Utilization of communication media by telephone	Phone media use	Phone media use 100%	<ul style="list-style-type: none"> • Fixing communication services to customers • Develop services by utilizing social media

No.	Perspective	Benchmark	Target	Initiative Strategy
	Customer Knowledge			
1	Utilization database	Performasi level database	Performasi level database resides on a scale of excellent, namely 5	<ul style="list-style-type: none"> Adjust the database system with emerging technologies Conducting the survey and evaluation of customer data
2	Increasing employee competency	Percentage of employees who have been trained	Implementation of employee training	<ul style="list-style-type: none"> Increased employee motivation Give bonuses or incentives to employees

4.6 Determination of Weights and Normalization Weighting

Here is the result of the normalized weighting for each perspective:

Perspective	Strategic Goals	Weight
Customer Value	The increase in the number of sales	0.25
	An increasing number of customer service	0.75
Customer Satisfaction	Increased customer satisfaction	1
Customer Interaction	Increasing closeness of the relationship with the customer	0.25
	Utilization of communication media by telephone	0.75
Customer Knowledge	utilization database	0.666
	Increasing employee competency	0.333

4.7 Determination CRM Assessment Scale

Performance Perspectives CRM Customer Value

Customer Value					
Strategic Goals	Benchmark	result	Conditions Rating	Value	Score
Increasing Number of Sales	Percentage increase in the number of annual sales by 5%	9,32%	The increase in the number of sales in one year $\geq 5\%$	5	5
			$\leq 4\%$ increase in the number of sales in a year $<5\%$	4	
			$\leq 2\%$ increase in the number of sales in a year $\leq 4\%$	3	
			$0\% \leq$ increase in the number of sales in a year $<2\%$	2	
			Sales in one year $<0\%$	1	
Increasing Number of Customers Service	Percentage increase in the number of customer service per year by 7%	7,82%	The increase in the number of customer service within one year of $\geq 7\%$	5	5
			$\leq 4.5\%$ increase in the number of customer service within one year of $<7\%$	4	
			$\leq 2.25\%$ increase in the number of customer service within one year of $\leq 4.5\%$	3	
			$0\% \leq$ An increasing number of customer service within one year of $<2.25\%$	2	
			Total customer service in one year $<0\%$	1	

Performance Perspectives CRM Customer Satisfaction

Customer Satisfaction					
Strategic Goals	result	Conditions	Rating	Value	Score
Increased Customer Satisfaction	80.94%	The percentage of $\geq 100\%$ customer satisfaction		5	3
		$\leq 90\%$ Percentage of customer satisfaction $<100\%$		4	
		$\leq 80\%$ Percentage of customer satisfaction $<90\%$		3	
		$\leq 70\%$ Percentage of customer satisfaction $<80\%$		2	
		The percentage of customer satisfaction $<70\%$		1	

Performance Perspectives CRM Customer Interaction

Customer Interaction						
Strategic Goals	Benchmark	result	Conditions	Rating	Value	Score
Proximity Improved Customer Relations	Total roadshow conducted 12 times per year	12 roadshow time (one month)	Number of roadshows held a year $\geq 12\%$		5	5
			$10\% \leq$ Number of roadshows held a year $<12\%$		4	
			$8\% \leq$ Number of roadshows held a year $<10\%$		3	
			$\leq 6\%$ Total roadshow held a year $<8\%$		2	
			Number of roadshows held a year $<6\%$		1	
Utilization of Media Communication via Phone	Phone media use 100%	70% - 80%	Utilization of telephone $\geq 100\%$		5	2
			$\leq 90\%$ Number of roadshows held a year $<100\%$		4	
			$80\% \leq$ Number of roadshows held a year $<90\%$		3	
			$70\% \leq$ Number of roadshows held a year $<80\%$		2	
			Number of roadshows held a year $<70\%$		1	

Performance Perspectives CRM Customer Knowledge

Customer Knowledge						
Strategic Goals	Benchmark	result	Conditions	Rating	Value	Score
utilization Database	Performasi level is at a very good scale is 5	5	Performasi level database = 5		5	5
			Performasi level database = 4		4	
			Performasi level database = 3		3	
			Performasi level database = 2		2	
			Performasi level database = 1		1	
Improved Employee Competency	Percentage of employees who have been trained	100%	The number of employees who have been trained $\geq 100\%$		5	5
			$\leq 90\%$ Number of employees who have been trained $<100\%$		4	
			$\leq 80\%$ Number of employees who have been trained $<90\%$		3	
			$\leq 70\%$ Number of employees who have been trained $<80\%$		2	
			The number of employees who have been trained $<70\%$		1	

After calculation of the performance of customer relationship management (CRM) on each of the perspective of CRM Scorecard, then it can be seen how much the performance of CRM on the CV. Lestari Motorindo Jaya Indralaya far. The explanation is described by the following table:

Strategic Goals	Benchmark	Score	Weight	Score
Increasing Number of Sales	Percentage increase in the number of sales per year	5	0.25	1.25
Increasing Number of Customers Service	Percentage increase in the number of customer service per year	5	0.75	3.75

Increased Customer Satisfaction	The percentage of passengers satisfied	3	1	3
Proximity Improved Customer Relations	Total roadshow conducted	5	0.25	1.25
Utilization of Media Communication via Phone	Phone media use	2	0.75	1.5
utilization Database	Performasi level database	5	0.666	3.33
Improved Employee Competency	Number of employee training	5	0.333	1,665

To measure the performance of Customer Relationship Management (CRM) in the table below value perspective gained from assessment of performance measurement. The weight of each performance measurement is 0.25. The weight values obtained from the four perspectives yielded a total weight value is 1. Therefore, the value of 1 divided by 4, the obtained values. Calculations were performed using the CRM Scorecard method that can be seen in the table below:

No.	Perspective	Score	Weight	Score
1	<i>Customer Value</i>	5	0.25	1.25
2	<i>Customer Satisfaction</i>	3	0.25	0.75
3	<i>Customer Interaction</i>	2.75	0.25	.6875
4	<i>Customer Knowledge</i>	5	0.25	1.25
Total			1	3.9375

4.8 CRM Performance Improvement CV. Lestari Motorindo Jaya Indralaya

To improve the performance of Customer Relationship Management (CRM) on the CV. Lestari Motorindo Jaya Indralaya the authors suggested the following improvements for each CRM Scorecard perspectives:

1. Repair Customer Value Perspective

based on the perspective *customer value* where the second existing benchmark scores 5 would be in a very good situation. But the benchmark increase in the number of customers service have very little time difference is measured against benchmarks and targets, so it is also noteworthy. Then the initiative being taken by the company is to provide bonuses and attractive offers like giving lottery tickets when the customer wants to do a service motorcycle. And also can provide personal marketing to customers to create customer confidence to the product you like, and eventually a positive attitude and buying behavior will make an important approach to develop product loyalty(Lu et al., 2019),

2. Repair Perspective Customer Satisfaction

Furthermore, based on perspective *customer satisfaction* get the value of 3, which means having a pretty good situation then the initiative needs to be done is to look at the results of a satisfaction questionnaire mopanggan. From the results of customer satisfaction questionnaires that have been counted is three lowest

values contained in the queue waiting for a convenient facility with an average value of just 77.68. Furthermore, there is the statement provides a comprehensive parts and have a motorcycle repair history record with the average value of 78.52 each. Initiative strategy to consider is to improve the quality of sales and service. "Quality" is often associated with certification and professional license, which is pursued by many companies to ensure that appropriate processes for the efficient and effective service(Tjader et al., 2013),

3. Repair Customer Interaction Perspective

In perspective *customer interaction* get a value of 2.75 which means to have a pretty good sense of the situation. Then the initiative given that the company must continue to improve customer relationships by improving communication between customers by improving the interaction using social media. Companies with effective CRM implementation tends to facilitate more effective interaction of customers and better utilize the information generated from social media technology(Trainor et al., 2013), And further initiatives that the company regularly to always listen and resolve any customer complaints and also to ask and remind customers to make service a motorcycle regularly in the company. Because, quality of service and customer relations significantly affect business development(Wu and Lu, 2012),

4. Repair Customer Perspective Knowledge

At the customer's perspective *knowledge* has a value of 5, which means very good. Then the initiative given that the company continued to maintain and improve the competence of employees in the management of the customer database so that later the company can easily analyze each customer desires. Because, it is important for organizations to improve the ability or practice of the organization through knowledge management mechanism or training programs(Wu and Chang, 2012), The main function of CRM technology is to collect detailed information about the key decision makers and build a detailed profile of the stakeholders. Details such as professional background, education, family, and important dates (eg, birthdays and holidays) provides the opportunity for salespeople to build deeper relationships at the individual level(Agnihotri et al., 2017), And also improve the CRM technology tool because it can help sales professionals capture information about a customer (ie., Personal details to establish a good relationship) is more focused on the customer's personal needs(Jelinek, 2013),

5. CONCLUSION AND SUGGESTION

Conclusion

Based on the results of the research that has been done can be concluded that:

1. The results of performance measurement customer relationship management (CRM) based on the method of CRM Scorecard earned value performance of Customer Relationship Management (CRM) is 3.9375, which means the performance of CRM on the CV. Lestari Motorindo Jaya Indralaya is working properly. However, there are indicators on the perspective of customer satisfaction and customer interaction perspective that the value is still lacking. In the perspective contained in the customer satisfaction indicators of increasing customer satisfaction, and customer interaction perspective contained in the communication media utilization indicator by telephone.
2. Of the four perspectives in the method of CRM Scorecard gained 7 indicators of strategic goals of companies representing every perspective, namely an increase in the number of sales and an increase in the number of customer service in the perspective of customer value, then there is an increasing number of customers in the perspective of customer satisfaction, and no increase in closeness with customer and utilization of communications media by telephone on customer interaction perspective, and the use of databases as well as improving the competence of employees in the customer perspective knowledge.

suggestion

Based on the results of the research that has been done, the author gives some suggestions as follows:

1. Performance measurement of customer relationship management (CRM) can be further developed according to the needs and development of existing technologies.
2. Unavailability fanspage on social media to promote the company's products and services.
3. HR needed to analyze customer relationship management (CRM) to further improve the performance of the company's CRM.

REFERENCES

Abadi, S., Sari, KP, Widiyarto, S., 2018. Performance Gauge Model Colleges in District Pringsewu Method

- Using the Balanced Scorecard and Fuzzy Multiple Attribute Decision Making 1-6.
- Agnihotri, R., Trainor, KJ, Itani, OS, Rodriguez, M., 2017. Examining the role of sales-based CRM technology and social media use on post-sale service behaviors in India. *J. Bus. Res.* 81, 144-154. <https://doi.org/10.1016/j.jbusres.2017.08.021>
- Ansari, M., Almunawar, MN, Lim, SA, Al-mudimigh, A., 2018. Customer Relationship Management and Big Data Enabled: Personalization and Customization of Services. *Appl. Comput. Informatics*. <https://doi.org/10.1016/j.aci.2018.05.004>
- Badariah, N., Suhardini, D., Rahmanto, AW, 2010. Design Performance by Using Customer Relationship Management Customer Relationship Management Scorecard Method 10-19.
- D. Peppers, PD., Rogers, 2016. Managing Customer Relationships: A Strategic Framework.
- Erdil, A., Öztürk, A., 2016. A Quality Improvement Oriented Model for Customer Relationship Management: A Case Study for Shipment Industry in Turkey 229, 346-353. <https://doi.org/10.1016/j.sbspro.2016.07.145>
- Farhan, MS, Abed, AH, Ellatif, MA, 2018. A Systematic Review for the Determination and Classification of the CRM Critical Success Factors Supporting with Reviews their Metrics. *Futur. Comput. Informatics J.* <https://doi.org/10.1016/j.fcij.2018.11.003>
- Hugo A, M., Antonio, DA, Javier, G., Perla, V., 2014. Designing a Strategic Measurement Program for Software Engineering Organizations: Discovering Difficulties and Problems. *Ing. Investig. y Tecnol.* 15, 253-269. [https://doi.org/10.1016/S1405-7743\(14\)72215-2](https://doi.org/10.1016/S1405-7743(14)72215-2)
- Ibrahim, A., Ruskan, EL, Pratomo, Y., Adetya, Z., 2017. The impact of CRM Implementation of the Services in College 3, 57-59.
- Ioppolo, G., Saija, G., Salomone, R., 2012. Territory Developing a Balanced Scorecard approach to manage projects for local development: Two case studies. *Land use policy* 29, 629-640. <https://doi.org/10.1016/j.landusepol.2011.10.005>
- Iyer, P., Davari, A., Mukherjee, A., 2018. Investigating the effectiveness of retailers' mobile applications in Determining customer satisfaction and repatronage intentions? A congruency perspective. *J. Retail. Consum. Serv.* 44, 235-243. <https://doi.org/10.1016/j.jretconser.2018.07.017>
- Jayachandran, S., Sharma, S., Kaufman, P., Raman, P., 2005. The role of relational information processes and technology use in customer relationship management 69 (4), 177-192.
- Jelinek, R., 2013. All pain, no gain? Why Adopting a sales force automation tool is insufficient for performance improvement 56 (5), 635-642.
- Keramati, A., Mehrabi, H., Mojir, N., 2010. Industrial Marketing Management A process-oriented perspective on customer relationship management and organizational performance: An empirical investigation. *Ind. Mark. Manag.* 39, 1170-1185. <https://doi.org/10.1016/j.indmarman.2010.02.001>
- Khotimah, BK, Irhamni, F., Saedi, MZ, Cahyani, AD, 2015. SME Performance Measurement Information System Based Fish Crackers Strategic Management System by Using AHP and Balanced Scorecard Method 978-979.
- Kim, J. Suh, E., Hwang, H., 2003. A Model For Evaluating The Effectiveness of CRM Using The Balanced Scorecard 17, 5-19. <https://doi.org/10.1002/dir.10051>
- Li, Y., Huang, J., Song, T., 2018. Examining business value of customer relationship management systems: IT usage and a two-stage model of perspectives. *Inf. Manag.* <https://doi.org/10.1016/j.im.2018.07.012>
- Lu, C., Wu, I., Hsiao, W., 2019. Developing customer loyalty through mobile advertising product: Affective and cognitive perspectives 47, 101-111. <https://doi.org/10.1016/j.ijinfomgt.2018.12.020>
- Mahmudi, AA, Ngadenan, 2017. Performance Measurement Customer Relationship Management (CRM) CRM Using scorecards and OMAX 3, 83-91.
- Mawarni, JN, Irawati, D., Saputra, MH, 2015. Effect of Customer Relationship Management on Customer Loyalty PT. Kereta Api Indonesia (Survey of Customers of the Railway Station Yogyakarta).
- Nugraha, FO, Witanti, W., appendices, A., 2017. Development of Customer Relationship Management System At PT. Central Georgette Nusantara 431-438.
- Nugroho, CC, Santoso, N., 2015. Software Implementation of Electronic Customer Relationship Management (e-CRM) Method of Dynamic CRM Framework (Case Study Fotorentis Studio) 141-146.
- Pradita, N., Suhardini, D., 2018. Performance Measurement System Design Method Using Customer Relationship Management Customer Relationship Management (CRM) Scorecard In Grage Sangkan 69-76.
- Puspa, J., Sugiana, D., 2018. Strategy of Customer Relationship Management (CRM) PT Angkasa Pura II PT Angkasa Pura II (Persero) Customer Relationship Management (CRM) Strategy 6, 10-23.
- Soltani, Z., Zareie, B., Shari, F., Jafari, N., 2018. The impact of the customer relationship management on the organization performance 29, 237-246. <https://doi.org/10.1016/j.hitech.2018.10.001>
- Striteska, M., Jelinkova, L., 2015. Strategic Performance Management with Focus on the Customer. *Procedia - Soc. Behav. Sci.* 210, 66-76. <https://doi.org/10.1016/j.sbspro.2015.11.330>

- Suhardini, D., Surjasa, D., Mustika, GD, 2017. Design and Performance Evaluation of CRM for AKAP Bus Transportation Services in GMS 7, 76-86.
- Tjader, Y., May, JH, Shang, J. Vargas, LG, Gao, N., 2013. Outsourcing Firm-Level Decision Making: A Balanced Scorecard-Based Analytic Network Process Model. *Internal. J. Prod. Econ.* <https://doi.org/10.1016/j.ijpe.2013.04.017>
- Trainor, KJ, Mick, J., Rapp, A., Agnihotri, R., 2013. Social media technology usage and customer relationship performance: A capabilities-based examination of social CRM. *J. Bus. Res.* <https://doi.org/10.1016/j.jbusres.2013.05.002>
- Wu, I., Chang, C., 2012. Using the balanced scorecard in assessing the performance of e-SCM diffusion: A multi-stage perspective. *Decis. Support Syst.* 52, 474-485. <https://doi.org/10.1016/j.dss.2011.10.008>
- Wu, S., Lu, C., 2012. The relationship between CRM, RM, and business performance: A study of the hotel industry in Taiwan. *Int. J. Hosp. Manag.* 31, 276-285. <https://doi.org/10.1016/j.ijhm.2011.06.012>