

ANALISIS PENERAPAN *CUSTOMER RELATIONSHIP MANAGEMENT* DAN PERHITUNGAN *CUSTOMER LIFETIME VALUE* UNTUK MENINGKATKAN PROFITABILITAS PELANGGAN PADA DIPONEGORO PRINTING

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INTISARI

Lingkungan bisnis saat ini menyebabkan pergeseran paradigma manajemen yang menempatkan kepentingan pelanggan menjadi kunci bagi kesuksesan perusahaan dalam kegiatan bisnisnya (Mulyadi, 2007). Oleh karena Diponegoro Printing berorientasi pada pelanggan dalam kegiatan bisnisnya, maka analisis penerapan *customer relationship management* (CRM) perlu dilakukan. Penerapan CRM yang efektif dapat ditunjang dengan adanya suatu metrik, yaitu *customer lifetime value* (CLV) yang mampu membantu perusahaan dalam pengelompokan pelanggan. Model CLV yang digunakan adalah model yang dikembangkan oleh Gupta dan Lehmann (2003). Penelitian ini merupakan penelitian kualitatif dengan pendekatan studi kasus yang melakukan pengumpulan data melalui wawancara mendalam, observasi, dan analisis dokumen. Hasil penelitian menunjukkan bahwa beberapa penerapan CRM di perusahaan antara lain: (a) memanfaatkan teknologi informasi dengan membuat web perusahaan, (b) adanya *reseller gathering*, (c) program potongan harga dan pemberian *printer* gratis, (d) memiliki jasa pengantaran produk, (e) membangun *database* pelanggan, dan (f) meningkatkan kompetensi karyawan melalui pelatihan yang relevan. Akan tetapi terdapat beberapa kekurangan dalam penerapan CRM di Diponegoro Printing. Kekurangan tersebut disebabkan oleh penerapan CRM hanya dilakukan secara garis besarnya saja dan teknologi yang dimiliki perusahaan belum dimanfaatkan secara maksimal. Hasil analisis dari perhitungan CLV menunjukkan bahwa CLV terendah pada segmen *advertising* yaitu Agung dengan nilai Rp1.590.589 dan CLV tertinggi yaitu Han's Bakery dengan nilai Rp52.698.099. CLV terendah pada segmen *merchandising* yaitu Kreatifitas Tas dengan nilai Rp5.070.302 dan CLV tertinggi yaitu Tutik Tas dengan nilai Rp57.612.094. CLV terendah pada segmen *reseller* yaitu Azzam FC dengan nilai Rp5.604.982 dan CLV tertinggi yaitu Prima Group dengan nilai Rp16.649.507. Berdasarkan hasil CLV sebaiknya Diponegoro Printing mengelompokkan pelanggannya menjadi pelanggan VIP, VVIP B, dan VVIP A.

Kata Kunci: *Customer value mindset, customer relationship management, customer lifetime value, profitabilitas pelanggan.*

**ANALYSIS OF CUSTOMER RELATIONSHIP MANAGEMENT
IMPLEMENTATION AND CUSTOMER LIFETIME VALUE ASSESSMENT
TO INCREASE CUSTOMER PROFITABILITY AT DIPONEGORO PRINTING
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ABSTRACT

The current business environment has caused a shift of management paradigm in which customers' interests are places as the key to a company's success in run-ning its business (Mulyadi, 2007). Because Diponegoro Printing is customer oriented in its business operations, analysis of customer relationship management (CRM) implementation needs to be conducted. An effective CRM implementation can be supported by using a metric called customer lifetime value (CLV), which can help companies group their customers. The CLV model used is the one developed by Gupta and Lehmann (2003). This research is a qualitative research with a case study case approach, the research data are collected using in-depth interview, observation, and document analysis. The research results show that some of the ways of CRM implementation in companies are: (a) utilizing information technology by making a company website; (b) organizing reseller gathering; (c) offering discounts and free printers; (d) providing product delivery service; (e) developing customer database; and (f) increasing employees' competence through relevant trainings. However, there still are shortcomings in the implementation of CRM at Diponegoro Printing. This is because the CRM implementation is conducted only on the outline and the technology owned by the company is not yet utilized to the maximum. The analysis results from CLV calculation show that the customer with the lowest CLV at the advertising segment is Agung with an amount of Rp1.590.589 and that with the highest value is Han's Bakery with an amount of Rp52.698.099. At the advertising segment, the customer with the lowest CLV is Kreatifitas Tas with an amount of Rp5.070.302 and that with the highest value is Tutik Tas with amount of Rp57.612.094. At the reseller segment, the customer with the lowest CLV is Azzam FC with an amount of Rp5.604.982 and that with the highest value is Prima Group with an amount of Rp16.649.507. Based on the CLV results, it is better for Diponegoro Printing to group its customer into VIP, VVIP B, and VVIP A customer categories.

Keywords: customer value mindset, customer relationship management, customer lifetime value, customer profitability.