

INTISARI

Garuda Indonesia Cargo sebagai salah satu penyedia layanan jasa angkut kargo udara Indonesia yang memiliki lebih dari 51 jaringan destinasi domestik dengan *distribution channel* yang terbagi dalam bentuk Agen pengirim domestik, internasional, *corporate* dan *contractual direct selling* yang merupakan mitra Business to Business (B2B). Pasar B2B memberikan kontribusi utama terhadap isian kargo pada *belly space* pesawat-pesawat Garuda Indonesia sebesar 60 % untuk sektor domestik. Dengan semakin ketatnya persaingan pada industri kargo khususnya kargo udara, Garuda Indonesia perlu untuk melakukan evaluasi menyeluruh melakukan perbaikan terhadap cara dalam mempertahankan dan membina mitra B2B Domestik agar tetap loyal melalui implementasi *Customer Relationship Management*. Dalam melakukan perbaikan-perbaikan tersebut maka perlu pengkajian dan ***menganalisis implementasi Customer Relationship Management (CRM) terhadap mitra B2B Domestik.***

Keberhasilan implementasi CRM dapat terukur melalui dimensi-dimensinya yang terdiri atas *key customer focus*, *CRM organization*, *technology-based CRM* dan *knowledge management* (Sin and Tse, 2005). Pada penelitian ini, penulis memfokuskan pada konsistensi implementasi keempat dimensi CRM tersebut dalam rangka membina dan mempertahankan hubungan baik dan mutualisme dengan mitra B2B Domestik yang melakukan pengiriman kargo udara sehingga terciptanya *customer lifetime value*.

Penelitian ini dilakukan dengan melakukan wawancara terhadap kinerja implementasi CRM melalui keempat dimensinya dengan enam narasumber dan dua narasumber pendukung yang berasal dari jajaran manajerial dan staf yang terlibat langsung dan memiliki pemahaman terhadap implementasi dimensi CRM digunakan untuk menguji konsistensi melalui triangulasi atas hasil wawancara tersebut melalui pedoman pertanyaan wawancara terstruktur dan umum. Selanjutnya hasil wawancara tersebut dianalisis secara deskriptif untuk mendapatkan informasi sebenarnya mengenai kinerja CRM Garuda Indonesia Cargo terhadap Mitra B2B Domestiknya.

Berdasarkan hasil wawancara terhadap kedelapan narasumber terhadap kinerja implementasi CRM menunjukkan bahwa setiap individu Garuda Indonesia Cargo sadar dan paham bahwa sangat penting membina dan mempertahankan hubungan baik dengan mitra B2B domestik namun tidak terdapat inisiatif dan konsistensi terhadap komitmen untuk menerapkan *key customer focus* dalam jasa layanan angkut kargo udara; struktur organisasi; benefit sistem dan KPI yang tidak mendukung *CRM organization* yang ideal; *technology-based CRM* yang tidak didayagunakan oleh secara optimal dan *knowledge management* yang tidak didayagunakan untuk mentransfer *knowledge* perkembangan bisnis kargo di internal Garuda Indonesia Cargo.

Berdasarkan penelitian dan pembahasan yang telah dilakukan, peneliti ini menyarankan kepada Garuda Indonesia Cargo untuk merancang dan melakukan perbaikan mendasar di internal individu, prosedur, dan proses agar keempat dimensi CRM dapat terimplementasi dengan optimal dan ideal untuk menciptakan *customer lifetime value*.

Kata Kunci: *customer relationship management, CRM dimension, key customer focus, CRM organization, technology-based CRM, knowledge management, customer lifetime value, business to business* xii

ABSTRACT

Garuda Indonesia Cargo as a service provider of air cargo freight Indonesia which has more than 51 domestic destinations with a network of distribution channels that are divided in the form of domestic sender agent, international, corporate and contractual direct selling is a partner of Business to Business (B2B). B2B markets provide a major contribution to the field of cargo on aircraft belly space Garuda Indonesia by 60% for the domestic sector. With increasing competition in the air cargo industry in particular air cargo, Garuda Indonesia needs to do a thorough evaluation to make improvements to the way in maintaining and fostering Domestic B2B partners to remain loyal through the implementation of Customer Relationship Management. In carrying out these improvements it is necessary to study and *analyze the implementation of Customer Relationship Management (CRM) for B2B partners Domestic*.

The success of CRM implementation can be measured through the dimensions that comprise key customer focus, CRM organization, technology-based CRM and knowledge management (Sin and Tse, 2005). This study focused on the consistent implementation of the four dimensions of CRM in order to build and to maintain good relationships with partners and mutualism with B2B Domestic air cargo shipments and thus creating a customer lifetime value.

This research was carried out by in-depth interviews of the performance of CRM implementation through the fourth dimension with five informants and two others supporting informants from the ranks of managerial and staff involved directly and have an understanding of the dimensions of the CRM implementation to test the consistency through triangulation of the results of the interview through guidelines and general structured interview questions. Furthermore, the results of these interviews were analyzed descriptively to obtain exact information about the performance of CRM Garuda Indonesia Cargo against domestic B2B Partners.

Based on the results of the seventh informant interviews and observations on the performance of CRM implementation shows that each individual Garuda Indonesia Cargo aware and understand that it is very important to build and maintain good relationships with domestic B2B partners but there is no consistency to the initiative and commitment to implement key customer focus in service air cargo transport, organizational structure, benefits and KPI system that does not support the ideal CRM organization, technology-based CRM that is not utilized by optimally and knowledge management are not utilized to transfer knowledge of cargo business development in the internal Garuda Indonesia Cargo..

Based on the research and discussion that has been done, the authors suggest to Garuda Indonesia Cargo design and make fundamental improvements in internal individual, procedures, and processes so that the four dimensions of CRM can be implemented with the optimal and ideal for creating customer lifetime value.

Keyword: customer relationship management, CRM dimension, key customer focus, CRM organization, technology-based CRM, knowledge management, customer lifetime value, business to business