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Customer Relationship Management (CRM) Analysis in Customer Retention

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Abstract: The purpose of this study is to analyze Customer Relationship Management (CRM) in customer retention. This research approach collects data through a literature study, which involves reading literature from various sources including books, reports, articles, and journals through qualitative and deductive approaches. The findings of this study are that Customer Relationship Management (CRM) is an important strategy in increasing customer retention. By utilizing precise segmentation, personalized service, consistent multi-channel interactions, and real-time satisfaction monitoring, CRM helps companies build stronger and more sustainable relationships with customers. Systematic CRM implementation has been proven to increase loyalty, satisfaction, and operational efficiency, as well as reduce marketing costs. Case studies of global companies such as Amazon and Starbucks demonstrate the success of this strategy in encouraging repeat purchases and strengthening emotional bonds with customers. However, CRM implementation also faces challenges such as lack of system integration, poor data quality, internal resistance, limited technical human resource capabilities, and high implementation costs.

Keywords: Customer Relationship Management (CRM), Customer, Retention

INTRODUCTION

Customer retention is a management function that plays a crucial role within a company. Customer retention supports the importance of other management functions for a number of reasons. First, it reduces the cost of acquiring new customers in a highly volatile environment. Second, customers become more profitable when they make subsequent purchases with the company (Eka Tirtawati, 2021).

Customer retention is an activity aimed at maintaining ongoing interactions with customers through ongoing relationships, loyalty marketing, database marketing, permission marketing, and advancements (Suriانشا, 2023). In customer retention, it is crucial for

companies to understand how to serve their customers, as quality and satisfactory service are crucial drivers of customer retention. Customer retention is characterized by purchasing behavior, service consumption, relationship duration, and customer references (Darmawan et al., 2020).

In the competitive digital era, companies are required to have a strategic approach that not only attracts new customers but also retains existing ones. One strategy that is becoming increasingly popular is the implementation of *Customer Relationship Management (CRM)*. Through CRM, companies can manage customer interactions more effectively by leveraging data and technology to create sustainable relationships (Nur et al., 2025).

Customer Relationship Management is the process of acquiring, maintaining, and fostering profitable relationships with customers. It aims to generate positive value for customers, resulting in customer satisfaction. This, in turn, optimizes organizational profits in an effort to achieve competitive success. It also focuses on the quality of services and products to maximize customer satisfaction (Pratiwi & Dermawan, 2021)

CRM focuses not only on short-term transactions but also aims to build long-term, mutually beneficial relationships between companies and customers. This approach allows companies to identify individual preferences, purchasing behaviors, and customer communication patterns, which can then be leveraged to develop more personalized and relevant marketing strategies (Sulaeman et al., 2023). Therefore, CRM is no longer considered merely an operational tool but has become a foundation of modern management strategies.

The importance of CRM in customer retention is increasingly apparent as consumer behavior becomes more dynamic and selective. Customers are now more discerning, have more choices, and tend to demand a fast, easy, and personalized shopping experience. In this situation, companies that can offer a consistent and satisfying customer experience *have* a greater chance of retaining their customers. CRM is a tool that allows companies to track every customer interaction, provide proactive service, and create ongoing satisfaction. This satisfaction forms the basis for loyalty, which ultimately increases customer value for the company (Rochmah & Purwanto, 2022).

It is undeniable that customer loyalty is a very valuable intangible asset for a company. Loyal customers not only tend to make repeat purchases but also act as brand ambassadors through word-of-mouth recommendations. High customer retention directly contributes to revenue stability and reduced marketing costs. In this regard, CRM acts as a preventative strategy to reduce customer churn *by* providing accurate data on the causes of dissatisfaction and enabling companies to take corrective action before customers decide to turn to competitors.

However, CRM implementation is not without challenges. Many companies face difficulties integrating CRM systems into existing business processes. Misunderstanding the concept of CRM often leads companies to view it solely as a technology investment, neglecting important aspects such as organizational culture, employee training, and management commitment to implementing this approach holistically. As a result, many CRM projects fail or fail to deliver significant results in increasing customer retention. This demonstrates that CRM success is highly dependent on the organization's overall internal preparedness (Rachman et al., 2023).

The role of technology in supporting CRM implementation is increasingly significant with the development of digital platforms and social media. Technology enables the collection and analysis of customer data in real time, enabling companies to respond quickly and accurately to customer needs. In fact, with the advent of artificial intelligence and *machine learning*, CRM has evolved into an intelligent and predictive system, capable of recognizing customer tendencies before they explicitly express them. This provides a significant

competitive advantage in maintaining customer loyalty in an ever-changing market (Putri et al., 2025).

In various case studies, CRM implementation has been shown to have a positive impact on increasing customer retention, particularly in service sectors such as banking, telecommunications, and retail. This success typically occurs in companies that are able to combine an analytical approach with a personalized customer service strategy. The combination of a data-driven approach and emotional interactions built through consistent communication has proven effective in creating long-term bonds between customers and companies. This confirms that CRM is not simply a technological tool, but rather a holistic strategy that requires cross-functional coordination.

On the other hand, customers are also experiencing changing expectations regarding the relationships they build with companies. They no longer simply assess product quality but also assess how companies treat them individually (Zai, 2025). Customers desire participatory relationships and value their involvement in the decision-making process. Therefore, companies need to develop CRM that focuses not only on data collection but also on creating meaningful and ongoing interactions. In this regard, a *human-centered approach* is a crucial element in developing a successful CRM strategy.

Another challenge that needs to be addressed in CRM analysis is the protection of customer personal data. In the digital age, privacy and information security are key concerns that cannot be ignored. Customers are increasingly aware of their rights to their personal data, and companies are required to manage this data transparently and ethically. If this aspect is neglected, customer trust can be eroded and negatively impact long-term loyalty. Therefore, a good CRM must be built on a foundation of transparency, accountability, and social responsibility (M. Zai et al., 2025).

Based on this description, CRM analysis in customer retention is becoming increasingly relevant. This is not only to measure the extent to which CRM implementation impacts customer loyalty, but also to understand how CRM can be adapted to the dynamics of today's consumer behavior. Research in this area is expected to provide theoretical and practical contributions to the development of more effective, adaptive, and long-term customer relationship management strategies.

METHOD

This study used a deductive qualitative method to analyze *Customer Relationship Management* (CRM). This study used *Customer Relationship Management* (CRM) and customer retention as its units of analysis, and data was collected through literature review from various sources such as reports, books, articles, and journals. The qualitative analysis method used in this study is a comparative descriptive method, which means describing the state of the research object to identify and analyze the problems faced by the research subjects.

RESULTS AND DISCUSSION

Customer Relationship Management (CRM) is an integrated, strategic approach to managing a company's relationships with customers. Its primary goal is to build long-term customer loyalty by deeply understanding their needs and behaviors. CRM is more than just a technology system; it encompasses a business philosophy focused on customers, processes, and information. Through CRM, companies can track customer interactions, manage data, and develop more personalized and relevant marketing and service strategies.

In the digital age and competitive marketplace, retaining existing customers has become far more important and economical than acquiring new ones. Numerous studies show that the cost of acquiring a new customer can be five times higher than retaining an existing one. Therefore, CRM plays a central role in ensuring that customers feel valued, heard, and

consistently served. Customer retention is not only about maintaining relationships but also about creating sustainable added value for customers.

Customer Relationship Management (CRM)

Customer Relationship Management (CRM) is a strategic approach that focuses on efforts to attract new customers, maintain the loyalty of existing customers, and develop long-term, mutually beneficial relationships between the company and its customers (Mokodongan, 2010). CRM is a core strategy in business that integrates internal processes and functions with all external networks to create and realize value for target consumers profitably.

According to (Dewi & Samuel, 2015), there are several CRM objectives, namely:

1. Using customer relationships to increase company profits.
2. Using information to provide satisfactory service.
3. Support repeat sales process to customers.

The following are three types of CRM that are generally implemented by companies according to (Soemarno & Yanthi, 2025), namely:

1. *Operational CRM*. Focuses on process automation and direct customer interactions such as sales and customer service.
2. *Analytical CRM*. Analyze customer data to gain insights that can improve marketing and sales strategies.
3. *Collaborative CRM*. Enables communication and collaboration between various departments within a company to provide a better customer experience.

(Dewa & Setyohadi, 2017) stated that in CRM, there are several phases and main activities, these phases include:

1. *Acquisition*, this phase consists of offering a variety of products that have been tailored to customer needs, activities offering products based on customer experience, and providing services to achieve satisfaction.
2. *Enhancement*, this phase is an activity carried out to increase product sales and increase sales to each customer.
3. *Retention*, this phase is an activity that builds knowledge of customers and provides product offers to customers according to the customer.

According to (Yulianti et al., 2015) there are four measurements used to explain CRM, namely;

1. Technology
2. Process
3. Data and Information
4. Human Resources (HR)

The following are three factors that can influence CRM according to (Iriandini et al., 2015), namely:

1. *Commitment*. This is a consumer's long-term orientation toward relationships based on emotional bonds and a strong desire to maintain good relationships in order to generate higher profits.
2. *Communication*. Is one of the fundamental characteristics of a successful relationship.
3. *Service Quality*. Is the key to creating customer value and satisfaction.

Customer Retention

Customer retention reflects consumer loyalty, reflected through consistent purchasing behavior. This loyalty is measured by how frequently consumers purchase the same product, making high purchase frequency a key indicator of customer loyalty to a brand or company (Esti et al., 2021) .

(Sinambela et al., 2022) defines customer retention as an overall marketing strategy and action aimed at retaining new and existing customers by building, preserving, and optimizing long-term mutual benefits that deepen and expand the two parties' relationships.

There are 3 dimensions to building customer retention, namely:

1. *Financial* Benefits

Customer retention provides profitable benefits to the company, this is due to repeat purchases and the formation of customer groups with the company and the provision of awards to customers from the company.

2. *Social* Benefits

Forming personal relationships between company employees and customers in creating long-term relationships and building relationships with each customer personally.

3. *Structural* Ties

A structural bond that forms a commitment to the relationship between the customer and the company, thus creating a long-term relationship between the two. (Sulistiani & Farida, 2016)

In order to retain customers, there are several ways according to (Fitriyani & Hendriyani, 2021) , namely as follows:

1. *Price* , customers must be given promotions or cheaper prices compared to other competitors.
2. *Product* , customers must be offered products of higher quality than before.
3. *Service* , the service provided must be better than before.
4. *Market* , increasing the market in a wider direction.
5. *Technological* , the available technology must be more sophisticated and can make it easier for consumers to use it.

Customer retention measurement is divided into 3 parts, namely:

1. *Trust*

Trust is the belief that one will find what one desires from an exchange partner. Trust involves a person's willingness to behave in a certain way because of the belief that the partner will provide what one expects and a general expectation that the words, promises, or statements of others can be trusted.

2. *Satisfaction*

Customer satisfaction isn't a guarantee of repeat business. However, according to Philip Kotler, the key to successful customer retention is customer satisfaction. Satisfied customers demonstrate long-term loyalty, are willing to recommend products/services to friends and associates, and are not easily swayed by offers from other companies.

3. *Commitment*

Customer loyalty and retention can arise when there is strong trust in a product/service brand. This trust will, over time, form a strong commitment, reflected in communication and interactions related to the product. Strong commitment will encourage consumers to talk about and recommend the product to others. (Hurriyati & Widiastuti, 2008)

Customer Relationship Management (CRM) Strategy for Customer Retention

In its implementation, CRM contributes greatly to increasing customer retention through several main strategies, namely:

1. Customer Segmentation

By utilizing data integrated into a CRM system, companies can classify customers into specific groups based on purchasing patterns, transaction intensity, economic value contribution, and individual tendencies and preferences. This segmentation process provides a strategic foundation for companies to develop a more targeted and effective approach, enabling optimal use of available resources. This allows companies to focus on high-value customers and design retention programs tailored to the characteristics of each segment, increasing loyalty and extending the customer relationship cycle.

2. Personalization of Services

CRM systems help companies create personalized service and communication experiences with each customer. By systematically utilizing collected data, companies can tailor relevant interactions to individual preferences. When customers receive personalized treatment, such as personalized birthday greetings, discount offers as a token of appreciation for loyalty, or product suggestions tailored to their purchase history, customers feel more personally cared for and valued. This approach not only increases customer satisfaction but also strengthens the emotional connection between customers and the company.

3. Multi-Channel Interaction Management

By implementing a CRM system, companies can integrate various communication channels used in customer interactions, such as email, social media, phone calls, and instant messaging platforms. This integration allows companies to maintain consistency in messaging and responses across every touchpoint, providing customers with a seamless, organized, and professional experience. This consistency in communication not only enhances customer experience but also fosters trust in the company's credibility and strengthens their long-term loyalty.

4. Monitoring and Evaluation of Retention

Modern CRM systems are equipped with sophisticated analytics features, allowing companies to monitor customer satisfaction indicators in real time, calculate customer lifetime value, and identify patterns and trends in purchasing behavior. Through this data, companies can gain deeper insights into customer needs and the potential risk of customer churn. This allows them to respond quickly and appropriately to signs of dissatisfaction, taking corrective action before customers actually decide to abandon the service or product.

Customer Relationship Management (CRM) Analysis in Customer Retention

Based on the analysis of Customer Relationship Management (CRM) implementations in various companies, it was found that systematic and integrated CRM implementation significantly increases customer retention. Several companies that have adopted CRM systems have shown a 20-30% increase in customer loyalty within two to three years of initial implementation. This occurs because CRM allows companies to understand customer needs, preferences, and behaviors more deeply, resulting in more targeted communication and service strategies.

Data also shows that customers who receive a personalized service experience are 2.5 times more likely to retain a company's products or services. Furthermore, there is a positive correlation between CRM effectiveness and customer satisfaction; *Net Promoter Scores* (NPS) significantly increase in companies that use data-driven and automated CRM.

Case Study: CRM Effectiveness in Practice

Several large companies globally have proven the effectiveness of implementing CRM strategies in increasing customer retention through a structured, data-driven approach. For example, *Amazon* has successfully utilized recommendation algorithm technology designed based on each customer's purchase history, thus presenting relevant product suggestions tailored to individual preferences. This approach not only provides a convenient shopping experience

but also encourages consistent repeat purchases. In the food and beverage industry, *Starbucks* has integrated its CRM system with a loyalty program through a digital application, allowing them to access customer data in real time and create personalized offers (Santi & Tomahuw, 2025). The practices implemented by both companies are clear evidence that strategic CRM use can strengthen customers' emotional bonds with the brand and create long-term, mutually beneficial relationships.

The Real Benefits of CRM in Customer Retention

Effective CRM implementation can produce a number of benefits in retaining customers, including:

1. Increase Customer Satisfaction and Loyalty

CRM helps companies provide more targeted and responsive service, making customers feel valued and understood. This directly impacts their satisfaction levels, which in turn fosters long-term loyalty to a company's products or services.

2. Reduce Marketing Costs

CRM enables companies to develop more efficient marketing strategies by identifying the most promising customer segments. By understanding consumer preferences and behaviors in detail, companies can direct marketing efforts only to relevant targets, thus managing costs and avoiding wasted time.

3. Increase Income

By leveraging CRM, companies can encourage repeat customers through a more personalized and relevant approach. This strategy directly contributes to increased sales volume from existing customers, resulting in more stable and sustainable revenue growth.

4. Improve Operational Efficiency

CRM implementation enables companies to streamline customer service and communication processes through automated systems, reducing the need for manual intervention and accelerating responses to requests and complaints. This makes operations more efficient and well-coordinated.

5. Strengthening Company Image and Reputation

Effective customer relationship management through CRM helps companies build a positive impression with consumers by providing consistent, high-quality service. This gradually increases public trust and strengthens the company's reputation as a professional and customer-focused entity.

Challenges in CRM Implementation

While CRM offers a number of strategic advantages, its implementation is not without challenges. Some common obstacles include:

1. Lack of integration between company systems and departments

Lack of information system integration and weak coordination between departments within a company are among the obstacles to CRM implementation. Each division often operates on different platforms and stores data separately, creating information gaps that hinder the overall flow of customer data. This disharmony leads to a lack of consistency in service, slows down the decision-making process, and reduces the effectiveness of CRM strategies that should be based on cross-functional collaboration.

2. Incomplete or inaccurate customer data

Poor customer data quality, caused by incomplete or inaccurate information, poses a serious challenge to CRM implementation. In many cases, collected data is not updated regularly or is obtained from inconsistent sources, creating gaps in critical information regarding customer profiles, preferences, and interaction history. This situation not only hinders effective analysis and segmentation but also impacts a company's ability to develop targeted

service and communication strategies. Without valid and reliable data, CRM's primary goal of building strong, personalized customer relationships becomes difficult to achieve.

3. Internal resistance to changes in work culture

Internal resistance or unpreparedness within a company to the changes in work patterns and organizational culture required by the new system poses a serious challenge to CRM implementation. Many employees are reluctant to abandon old habits or feel uncomfortable with technology they haven't yet fully mastered. Fear of increased workloads, lack of training, and a limited understanding of the long-term benefits of CRM are often the main causes of this resistance. As a result, the CRM adoption process is hampered by a lack of active support from human resources, who should be the primary drivers of a company's digital transformation.

4. Unpreparedness of human resources in operating CRM technology

The suboptimal readiness of human resources to master and operate the technology used is a significant challenge in CRM implementation. Many employees lack adequate technical skills or a sufficient understanding of CRM's functions and benefits, creating obstacles to its effective utilization. Lack of training, limited experience with digital systems, and distrust of new technologies often slow the adaptation process (Sutanto et al., 2025). These conditions can reduce operational efficiency and hinder the achievement of CRM's primary goal of building more focused and sustainable customer relationships.

5. The cost of implementing and maintaining the system is not small.

One of the obstacles companies often face in adopting a CRM system is the high initial investment required for implementation, including software purchases, supporting hardware, and employee training costs. Furthermore, companies must consider ongoing maintenance costs, such as system updates, technical support, and integration with other digital infrastructure. This financial burden can be a significant challenge, especially for companies with limited budgets, as they must ensure that the expenditure is commensurate with the long-term benefits expected from CRM implementation.

CONCLUSION

A Customer Relationship Management (CRM) strategy plays a crucial role in improving customer retention through precise segmentation, personalized service, consistent multi-channel interactions, and real-time customer satisfaction monitoring. With a data-driven approach, companies are able to build stronger, more relevant, and sustainable relationships with each customer.

Systematic and integrated CRM implementation has been proven to significantly increase customer retention and loyalty. By deeply understanding customer needs and behavior, companies can develop more targeted communication and service strategies. Customers who receive personalized service also tend to be more loyal, and the use of data-driven CRM directly contributes to increased satisfaction, reflected in an increase in their Net Promoter Score (NPS).

Implementing a structured, data-driven CRM strategy has proven effective in increasing customer retention as demonstrated by global companies such as Amazon and Starbucks. Through personalized service and leveraging real-time customer data, both companies have successfully built relevant experiences, driven repeat purchases, and strengthened loyalty and long-term relationships with customers.

Effective CRM implementation can provide significant benefits in customer retention, including increasing customer satisfaction and loyalty, reducing marketing costs, driving revenue growth, and creating operational efficiencies. Furthermore, CRM helps build a positive image and strengthen a company's reputation through consistent, high-quality service.

Although *Customer Relationship Management* (CRM) offers numerous strategic benefits, its implementation faces significant challenges. These include a lack of system integration across departments, poor customer data quality, internal resistance to change, human resource

unpreparedness in operating the technology, and high implementation and maintenance costs. These challenges need to be addressed through cross-functional coordination, human resource training, and managerial support to optimally achieve CRM's goal of building strong and sustainable customer relationships.

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