



ORIGINAL ARTICLE

Customer Relations Management Strategy (CRM) in Handling Customer Service Complaints To Increase Customer Satisfaction

Afif Nur Rahmadi ^{*1}, Sudarmiatin Sudarmiatin ¹, Budi Eko Soectjpto ¹, Yudiarto Perdana Putra ^{1,2}, Rana Saifullah Hassan ³

¹ Faculty of Economics, Universitas Negeri Malang, Indonesia, ² Faculty of Economics, Universitas Kadiri, Indonesia, ³ Department of international relations, University of Karachi, Pakistan

*Corresponding author: afif.nur.2304139@students.um.ac.id

Jl. Ambarawa No.5, Sumbersari, Kec. Lowokwaru, Kota Malang, Jawa Timur 65145.

Abstract. This research evaluates the implementation of Customer Relationship Management (CRM) strategies at PT Nasmoco Kaligawe Semarang, focusing on handling customer service complaints to enhance satisfaction. Using a descriptive qualitative approach and SWOT analysis, the study gathered primary data through interviews and field observations, alongside secondary data from literature and documentation. The findings indicate that PT Nasmoco's CRM strategies possess notable strengths, such as a strong Toyota brand image and effective promotional activities. However, weaknesses include prolonged service times and relatively high service costs compared to competitors. Opportunities for improvement are highlighted in the company's official Toyota repair shop status, which can be leveraged to attract more customers. Threats identified include intense competition and challenges with service timeliness. The research suggests that PT Nasmoco should address these weaknesses by increasing staffing in the CRM division, enhancing communication channels, and developing a smartphone application to streamline service booking and reduce customer complaints.

Keywords: Complaints, Customer Relationship Management, Customer Satisfaction, Service, SWOT Analysis.

A. INTRODUCTION

The increasing level of mobility in Indonesian society shows that people's need for transportation is increasing [1]. Changes in behavior show that people prefer to use private cars rather than public transportation. Private cars are considered better because travel is faster, does not depend on time, can carry goods and children more safely, and can choose routes according to their wishes [2]. Due to changes in people's behavior, automotive companies are competing to maintain their place in people's hearts by providing high-quality products, the best facilities, increasingly sophisticated technology and the best service [3]. Customers are those who continue to purchase products or services continuously and for a certain period because there is a background of a good relationship [4]. Prasetyo et al. [5] states, customers can maximize profit value by creating dreams and desires of later value based on those values Companies can try their best to meet the needs of their customers by providing features that support customer satisfaction, such as the Customer Relations Program or Management.

Customer Relationship Management as a process of carefully collecting and organizing all information related to customers in order to increase customer satisfaction and create loyal customers [6]. This program is a customer service program designed to fulfill customer desires and expectations regarding the quality of service provided by the company and to build good relationships with customers. So, it is hoped that customers will create loyalty, reduce the level of complaints about the services provided by the company, create customer satisfaction, and increase the company's positive image to the public, identifying target customers, developing CRM programs, and implementing CRM programs [7].

PT. Nasmoco, or the Nasmoco Group, is the largest dealer established under PT. New Ratna Motor and within the Toyota Astra Motor (TAM) network are companies in the automotive sector that provide unit sales and service for Toyota brand vehicles, prioritizing customer satisfaction, PT. Nasmoco Kaligawe Semarang applies the concept of providing the best service and facilities, according to customer desires and needs, by forming a separate

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division to implement CRM, which is called a division Customer Relationship Coordinator (CRC), which was specifically formed to determine the level of customer satisfaction in using products and services [8]. It is also tasked with maintaining good relationships with customers, improving service quality, and handling complaints from customers who use PT products and services.

Nasmoco. However, even so, as a company operating in the service sector, the company still faces a series of complaints regarding the services provided. Complaints faced by PT. Nasmoco Kaligawe Semarang in providing customer service services takes a long time service and long waiting times, service prices that are relatively expensive compared to competitors, difficulty in contacting a repair shop, difficulty in getting a service schedule, service from repair shop staff and other staff that is felt to be less friendly during customer service and satisfaction with the results of the service and the condition of the vehicle after service. The level of complaints was obtained from the results of a survey conducted on all PT customers. Nasmoco Kaligawe Semarang provides services based on question categories by the company's SOP to be asked for an assessment on a predetermined score and scale. The assessment is based on what the customer has experienced and felt during the service. The survey was carried out in collaboration with other parties, namely Mark Plus, an institution appointed by Toyota Astra Motor as the head office of PT Nasmoco.

This increase in CSL data will affect branch service performance, and the service's quality will affect the company's brand image [9]. If this continues without making improvements to the service, it will have an impact on decreasing sales and company profits. Based on the previous discussion, it can be concluded that some customers are still dissatisfied with the services provided. In this problem, there is a need for a strategy in CRM to deal with customer complaints or dissatisfaction [10]. This research aims to determine how to implement PT CRM strategy. Nasmoco Kaligawe Semarang in handling customer service complaints to increase customer satisfaction, knowing obstacles in implementing Customer Relations Management (CRM) in handling customer service complaints implemented by PT. Nasmoco Kaligawe Semarang and the benefits of implementing Customer Relations Management (CRM) strategies in handling complaints at PT Nasmoco Kaligawe Semarang.

B. METHOD

This research method is descriptive qualitative with SWOT analysis. It is a systematic process of analyzing and conveying data to make it easy to understand and conclude [11], [12]. This descriptive research aims to systematically and accurately explain characteristics and facts regarding the implementation of CRM in handling customer service complaints at PT Nasmoco Kaligawe Semarang to increase customer satisfaction. The tool used to design strategic factors is through SWOT analysis. Isikdag and Zlatanova [13], said that SWOT analysis is used to formulate research strategies by looking at strengths and opportunities and minimizing weaknesses and threats. Strengths and weaknesses are internal factors (Internal Factor Analysis Strategy - IFAS) that a business can influence and manipulate through its strengths and weaknesses. Opportunities and threats, on the other hand, are external (External Factor Analysis Strategy - EFAS), which means that a business can only react to opportunities and threats and does not have the facilities to influence opportunities and threats.

The data used consists of primary and secondary data. Primary data was collected by interviewing respondents with all PT Nasmoco Kaligawe Semarang management and field observation results (see **Table 1**), especially in the Customer Relationship Management unit (CRM). Meanwhile, secondary data is collected through library materials, literature, previous research, and documentation studies.

Table 1. Questions to Research Informants

No	Question	Code
1	What is the main strength of the Toyota brand image at PT Nasmoco Kaligawe Semarang according to management?	Informant A

No	Question	Code
2	How does the presence of many branches affect customer satisfaction at PT Nasmoco Kaligawe Semarang based on field observation results?	Informant A
3	What is the role of professional human resources in handling customer complaints at PT Nasmoco Kaligawe Semarang according to the interview results?	Informant B
4	What is the impact of limited human resources in the service and CRM departments on handling customer complaints at PT Nasmoco Kaligawe Semarang?	Informant B
5	How does the unavailability of spare parts affect service time and customer satisfaction at PT Nasmoco Kaligawe Semarang based on secondary data?	Informant B
6	What are the main problems with the standard operating procedures (SOP) implemented by PT Nasmoco Kaligawe Semarang in handling customer complaints according to the results of observations?	Informant C
7	How does status as an official Toyota repair shop provide opportunities for PT Nasmoco Kaligawe Semarang to attract customers based on existing literature?	Informant C
8	What are the advantages of PT Nasmoco Kaligawe Semarang's strategic location for customer service and vehicle maintenance according to previous data?	Informant C
9	How can automotive promotions and events increase the number of customers at PT Nasmoco Kaligawe Semarang based on documentation studies?	Informant D
10	What is the impact of intense competition on customer service strategies at PT Nasmoco Kaligawe Semarang according to data analysis?	Informant D
11	How does the existence of new workshops affect customer loyalty towards PT Nasmoco Kaligawe Semarang based on interview results?	Informant D
12	What challenges does PT Nasmoco Kaligawe Semarang face regarding service prices that are higher than competitors based on field observation data?	Informant A

C. RESULT AND DISCUSSION

Customer Relationship Management Strategy Handling Plain Com

Analysis and Identification of Customer Complaint Data

In analyzing existing complaint data, PT Nasmoco Kaligawe Semarang identified the types of complaints and the level of complaints that arise when providing services. Types of complaints regarding customer dissatisfaction regarding PT service. Nasmoco Kaligawe Semarang is divided into technical and non-technical complaints, as follows:

1. Technical Complaints

Complaints occur because customers are unsatisfied with their results after service at PT Nasmoco Kaligawe Semarang. Such as damage to engine parts after the customer performs service, errors in recording the vehicle service book, and unsatisfactory service results.

2. Non-Technical Complaints

Complaints occur because customers are dissatisfied with services outside of technical operations, such as complaints that are not responded to immediately or do not receive a response or answer from the company. For example, customer service PT. Nasmoco Kaligawe submitted a complaint via email, but the company did not respond; then, the customer filed a complaint again; the service staff was unfriendly; it was difficult for customers to contact the repair shop, and it took a long time for customers to get service. Meanwhile, the level of complaints felt by PT service customers is high. Nasmoco Kaligawe Semarang is divided into mild complaints and severe complaints, as follows: (a) Minor Complaints and (b) Severe Complaints

Complaints can be handled directly with customers. For example, if a customer is dissatisfied with the cleanliness of the workshop or the drinks provided are disappointing, then Customer Relations Management can resolve this (CRM) PT. Nasmoco Kaligawe Semarang will immediately coordinate with the cleaning service to repair this section. Serious complaints usually cannot be handled immediately and usually require a process first. For example, suppose customers experience errors in recording vehicle service books, damage to engine parts after

vehicle service, or unsatisfactory service results. In that case, Customer Relations Management (CRM) and the workshop will discuss this matter and negotiate to resolve the problem with the leadership and head office.

Results of Interviews with Informants

In discussing the strengths of PT Nasmoco Kaligawe Semarang, there are several important points that need to be explained in detail based on the results of interviews and field observations. Let's take a deeper look at the main strengths of this company. The main strength of PT Nasmoco Kaligawe Semarang is the very strong Toyota brand image. The Toyota brand image in the minds of customers is not just a name, but has established a solid and trustworthy reputation. Informant A stated that,

"A strong brand image gives confidence in the quality of services provided by the company."

This means that customers already have deep confidence that they will get quality service every time they bring their vehicle to PT Nasmoco Kaligawe Semarang. This brand image not only influences customer decisions to choose services, but also contributes to high customer loyalty. When customers are satisfied and have confidence in the brand's quality, they are more likely to return and even recommend the service to others.

The next strength is the existence of many branches of PT Nasmoco Kaligawe Semarang. This is a great asset that provides a competitive advantage. Informant A explained,

"The existence of many branches contributes to increasing customer satisfaction by providing fast and easily accessible services. By having several branches, companies can more easily reach customers in various locations. This means customers don't have to travel far to get the service they need. In addition, this branch distribution allows companies to manage workloads more efficiently, thereby reducing waiting times and speeding up the service process. Having multiple branches also means that companies can spread their services across different geographic areas, reaching more customers and reducing the likelihood of customers choosing competitors closer to their location."

The third strength lies in the professionalism of human resources at PT Nasmoco Kaligawe Semarang. Informant B stated,

"Human resources professionalism has proven to be effective in providing satisfactory solutions. In this company, well-trained and experienced staff plays a vital role in handling various customer complaints in an efficient and effective manner. This professionalism not only includes technical abilities in repairing vehicles but also includes the ability to communicate and interact with customers. Professional staff can handle issues calmly, provide clear explanations, and ensure that customers feel valued and understood. This improves the overall customer experience and ensures that complaints or issues that arise are resolved in a satisfactory manner."

So, the main strength of PT Nasmoco Kaligawe Semarang consists of several important elements. First, Toyota's strong brand image provides a solid basis for customer trust in service quality. Second, the presence of many company branches increases the accessibility and efficiency of services, making it easier for customers to get services without having to travel far. Third, the professionalism of human resources ensures that customer complaints can be handled in an effective and satisfactory manner. All of these strengths contribute to a company's positive image and serve as a strong foundation in maintaining customer satisfaction and loyalty.

After discussing the strengths of PT Nasmoco Kaligawe Semarang, it is time to highlight existing weaknesses based on interviews and field observations. These weaknesses are challenges that need to be faced so that companies can improve overall performance and customer satisfaction. Here are some of the main weaknesses found.

The first weakness is limited human resources, especially in the service and CRM departments. Informant B explained,

"Limitations of human resources in the service and CRM departments affect the handling of customer complaints. Limited staff numbers mean that each team member has to handle more tasks than is ideal, which can result in delays in responding to customer complaints. This not only disrupts operational efficiency but can also cause customers to feel like they are not being prioritized, which in turn can damage customer satisfaction. These limitations often result in longer service times and less than optimal response quality."

The next drawback is the unavailability of spare parts. Informant B noted,

"Unavailability of spare parts affects service time and customer satisfaction." When parts are not available, customers have to wait longer for repairs, leading to inconvenience and potential dissatisfaction. This also means that promised services cannot always be delivered on schedule, which can affect customer trust in the company. Dependence on suppliers for spare parts who may not always be able to meet demand in a timely manner adds complexity and challenges to maintaining high service standards."

The third weakness is the existence of standard operational procedures (SOP) which are considered rigid. Informant C stated,

"Existing SOP procedures often hamper speed and flexibility in handling customer complaints." Strict SOPs can hinder staff's ability to provide quick and flexible solutions in situations that require special handling. While SOPs are important for ensuring consistency, in some cases, overly rigid implementation can result in it taking longer to resolve issues and respond to customer complaints. This can result in dissatisfied customers who feel that their problems are not handled efficiently."

The main weaknesses of PT Nasmoco Kaligawe Semarang include limited human resources which have an impact on handling customer complaints, unavailability of spare parts which prolongs service time, and rigid standard operating procedures (SOP). These weaknesses can affect customer satisfaction and the company's operational efficiency. Therefore, it is important for companies to look for effective solutions to overcome these weaknesses, such as increasing the number of staff, optimizing the spare parts supply chain, and adjusting SOPs to be more flexible in dealing with varying situations. By overcoming these weaknesses, PT Nasmoco Kaligawe Semarang can improve customer experience and improve the company's overall performance.

After identifying and analyzing the weaknesses that exist at PT Nasmoco Kaligawe Semarang, let's move on to opportunities that can be exploited to improve and enhance the company's performance. This opportunity is a positive aspect that can be optimized to support growth and customer satisfaction. Below are some of the key opportunities discovered based on interviews and secondary data. One of the main opportunities that PT Nasmoco Kaligawe Semarang has is its status as an official Toyota repair shop. Informant C stated,

"As an official Toyota repair shop, PT Nasmoco Kaligawe Semarang has a great opportunity to attract customers. This status provides a significant competitive advantage as customers often choose authorized workshops to ensure the quality and authenticity of services and spare parts. By leveraging this status, the company can attract more customers and maintain their loyalty by offering services that meet Toyota's high standards. Apart from that, this official status also opens up opportunities to collaborate in various events and promotions held by Toyota."

The next opportunity is the strategic location of PT Nasmoco Kaligawe Semarang which is on the main road. Informant C explained,

"The strategic location on the main road makes it easy for customers to come for service. Being in an easily accessible area allows the company to attract more customers because of the ease of reaching the location. This is a huge advantage that can be leveraged by promoting accessibility and convenience to customers. This location also allows the company to host promotional events or additional services that can attract the attention of new and existing customers".

Opportunity is the broad market potential for Toyota cars in Indonesia. Informant D said, *"Toyota is one of the most popular car brands in Indonesia, so there are many potential customers who can be reached. With Toyota being one of the best-selling car brands, PT Nasmoco Kaligawe Semarang has access to a large and growing customer base. Companies can exploit this market potential by increasing marketing activities, promotions, and special services that attract new customers and retain existing ones. Leveraging existing customer data to provide special offers or loyalty programs can also be an effective strategy."*

Overall, PT Nasmoco Kaligawe Semarang has several significant opportunities to improve its performance. Status as an authorized Toyota repair shop provides a competitive advantage and access to various promotional and collaboration opportunities. The company's strategic location makes access easier for customers and can be used for additional marketing and promotional activities. In addition, the wide market potential for Toyota cars in Indonesia offers a great opportunity to reach more customers. By taking advantage of these opportunities, PT Nasmoco Kaligawe Semarang can increase growth, customer satisfaction and competitiveness in the automotive market.

The analysis of threats faced by PT Nasmoco Kaligawe Semarang reveals several critical challenges impacting their customer service strategies. Based on the interviews and data analysis, the key threats are:

"the intense competition in the automotive service industry represents a substantial threat to PT Nasmoco Kaligawe Semarang. The competition is characterized by frequent promotional offers from rivals, which places pressure on PT Nasmoco to either match or exceed these offers. This constant competitive pressure forces the company to continuously innovate and enhance its service offerings to maintain its market share. The presence of numerous competitors means that customers have a broader range of options, potentially leading to decreased customer loyalty and increased difficulty in retaining existing customers."

The fierce competition necessitates that PT Nasmoco Kaligawe Semarang remains vigilant and responsive to market dynamics. To mitigate the effects of intense competition, the company must focus on differentiating its services, investing in innovative solutions, and improving overall customer experience. By addressing these challenges proactively, PT Nasmoco can better retain its customers and sustain its competitive edge.

"The emergence of new workshops poses a significant threat to customer loyalty towards PT Nasmoco Kaligawe Semarang. According to interview results, the proliferation of alternative service providers offers customers more choices, which can erode their loyalty to PT Nasmoco. The availability of new or alternative workshops with potentially lower prices or perceived superior service creates additional competition. This shift in customer preferences can lead to a reduction in PT Nasmoco's customer base, making it crucial for the company to enhance its service quality and customer experience to maintain loyalty."

To address the threat posed by new workshops, PT Nasmoco Kaligawe Semarang needs to strengthen its value proposition and enhance service quality. Building stronger relationships with customers through personalized services and exceptional customer support can help mitigate the impact of new competitors and maintain customer loyalty.

“Data analysis indicates that lower service prices offered by competitors significantly impact PT Nasmoco Kaligawe Semarang’s pricing strategies. Competitors who provide more affordable services attract price-sensitive customers, posing a challenge for PT Nasmoco to justify its higher service fees. This pricing pressure compels the company to carefully evaluate and possibly adjust its service pricing and value propositions to remain competitive. Balancing service quality with cost considerations becomes essential in maintaining profitability while addressing competitive pricing threats.”

The challenge of lower service prices requires PT Nasmoco Kaligawe Semarang to reassess its pricing strategies and value offerings. The company must explore ways to offer added value to customers while managing costs effectively. Implementing strategic pricing adjustments and emphasizing the quality and benefits of its services will be crucial in staying competitive and ensuring customer satisfaction.

Result SWOT analysis

The final stage is handling customer service complaints at PT—Nasmoco Kaligawe Semarang by implementing CRM program strategies. PT Nasmoco Kaligawe Semarang's strategic plan for handling customer service complaints by implementing a Customer Relationship Management unit (CRM) should look at factors related to strengths, weaknesses, opportunities, and threats based on current conditions so that it can be known exactly what customers need and want when providing service so that the company can implement the appropriate strategies needed to Minimize the level of customer complaints so that it is hoped that it can create customer satisfaction.

Table 2. Customer Relationship Management Strategy PT Nasmoco Kaligawe Semarang through a SWOT Analysis Matrix

		STRENGTH	WEAKNESS
IFAS		<ul style="list-style-type: none"> - Toyota's brand image is very strong in customers' minds, which gives them confidence about the quality provided. - Having many branches makes it easier for customers to perform service. - The human resources they have are professional human resources. So that customers see it as a company that is expected to be able to handle all kinds of complaints felt by consumers, especially in the service department - Comfortable facilities and quality service make PT Nasmoco Kaligawe the choice for customers to provide service. 	<ul style="list-style-type: none"> - HR PT. Nasmoco is limited, especially in the service and Customer Relations unit ship Management (CR M), so it can influence handling customer service complaints, it is difficult for customers to get a service schedule, and it is difficult to contact a repair shop or dealer to carry out service - Length of service time and length of time during service - Complaints, especially when the SOP set by the company hampers the service. - The service of the officers was considered unfriendly - PT. Nasmoco does not always have spare parts ready, so the fulfillment of spare parts stock for service handling depends on the supplier and Toyota Astra Motor (TAM)
	EFAS		
	OPPORTUNITIES	SO STRATEGY	WO STRATEGY
	<ul style="list-style-type: none"> - PT. Nasmoco is an official repair shop and official dealer for Toyota cars. The presence of Toyota cars in Indonesia is ranked second as the most popular and best-selling car brand, with a large number of customers and its customer segment, so without the need for intensive promotions, Toyota customers will carry out car maintenance and service at PT. Nasmoco - Strategic location on the main road makes it easy for 	<ul style="list-style-type: none"> - Organizing automotive events accompanied by promotions for providing free service or discounts on purchasing spare parts by utilizing locations on the main road so that it is hoped that many customers will come and come from outside the PT area. Nasmoco - Providing and fostering good cooperation with companies that use Toyota cars regarding service - Providing attractive offers regarding events and events organized by the company 	<ul style="list-style-type: none"> - Making the Toyota community and large companies using Toyota cars the target market - Continue to provide training and development to PT employees. Nasmoco Kaligawe Semarang - Plan the addition of qualified human resources to needs - Provide an estimate of the processing time at the beginning of the customer's service so that customers who are waiting understand and don't feel like they have waited too long. - Continue to update customer service via WhatsApp or SMS services to anticipate long waiting times

customers to come for service

- Many companies use Toyota cars as official cars and routinely carry out periodic maintenance and service

- Its existence as an official dealer makes it easier for officers to provide services, information, education, and promotions, especially regarding service, using a customer database that broadcasts messages automatically to all existing customers. This can save time and costs
- Spare parts are empty; if it is urgent, you can first borrow spare parts from the PT branch. Nasmoco or regularly monitor supplies from suppliers

THREATS

- Many competitors issue promotions almost the same as those carried out by PT. Nasmoco Kaligawe Semarang, especially promos for vehicle service
- Many workshops have sprung up, giving customers many options for servicing outside official Toyota dealers
- The service prices offered by other competitors (other official Toyota workshops and non-official workshops) are cheaper than the service costs at PT. Nasmoco Kaligawe Semarang

STRATEGY ST

- PT. Nasmoco Kaligawe Semarang uses its strengths by continuing to innovate and issue unique and attractive promos to anticipate and handle customer complaints, especially during service. So, when carrying out maintenance and repairs, customers still choose Nasmoco over non-official workshops. For example, to provide peace of mind, Nasmoco offers a guarantee to customers who have serviced Toyota vehicles for 15 days, vouchers for 10% booking service, and 5% parts given daily to customers who service at PT. Nasmoco Kaligawe Semarang.
- Nasmoco carries out prices for expensive services by providing a guarantee of quality and extraordinary comfort for customers who carry out the service. Such as a waiting room that is clean, comfortable, safe, air-conditioned, and smoke-free, accompanied by free drinks and snacks. So even though it feels expensive, there is other added value provided by Nasmoco in terms of service and quality.
- The company can anticipate a price strategy that is relatively expensive by providing discount vouchers of 100 thousand to 150 100,000 every day to customers who service at PT Nasmoco Kaligawe Semarang with the requirement to take service at a certain nominal value.
- Do Audience Participation, namely using tactics by carrying out activities with PT customers. Nasmoco Kaligawe Semarang to make direct contact with the products or services provided by the company

WT STRATEGY

- Providing facilities that are commensurate with the price offered so that price does not become a limiting factor in improving customer service
- Guarantees the originality of the spare parts used during service, and there is a service guarantee compared to competing workshops
- implement social media very intelligently and carefully to continue to spread information and education regarding procedures, mechanisms, and service times, to minimize customer misunderstandings regarding service, such as the importance of oil changes, providing information regarding the quality and guarantees provided in proportion to the price given and service schedule
- Limited human resources in the service reservation section are anticipated by online service booking to make it easier for customers to carry out service

Obstacle

The customer service activity program is designed so it cannot just run smoothly. Often, many obstacles occur during implementation. The following are the internal obstacles and external obstacles experienced by PT. Nasmoco Kaligawe Semarang :

1. Obstacle Internal

- a. Costs for implementing customer program activities and holding events for community members, companies, and audience participants are limited. Like giving free spare parts, free oil change vouchers, or discount vouchers of 100 to 150 thousand for customers who complain. Likewise, with programs designed for member communities such as automotive events, gatherings, or outbound events with companies collaborating with PT. Nasmoco Kaligawe Semarang.
- b. Publications made (both via social media and print media): Information and education regarding services are not provided routinely, so customers are prone to complain.
- c. Improper communication between the company and customers results in errors in understanding customer programs

- d. Training and development for PT employees. Nasmoco Kaligawe Semarang has not yet been routinely carried out. Apart from limited funds, it is also due to limited human resources available to back up work when the employees concerned carry out training.
- e. The IT system for handling sales activities and service calls via broadcast messages is still manual, using WhatsApp or SMS one by one. Because costs for IT programs are limited for hardware and software management, with such a large number of member communities and companies using Toyota and Nasmoco members, the limited human resources available are very ineffective and take up much time.
- f. There is no Customer Relationship Coordinator (CR C) team in the retention division to manage and handle customers, especially customers who complain, so customer program control is still lacking.
- g. The time required to handle complaints is long because the procedural flow is based on the Standard Operating Procedure (SOP). Toyota Astra Motor (TAM) in Jakarta, the head office of PT, must decide how to handle complaints. Nasmoco Kaligawe Semarang .
- h. Spare parts are not always in stock; you must order them first from the designated supplier or Toyota Astra Motor (TAM). So, the service time for customers is long and does not match the estimates given. If the customer is in an urgent condition, the company can lose sales by switching customers to competitors.

2. Obstacle External

- a. The emergence of competitors results in companies needing innovations that their competitors have not implemented, especially in maintaining customer relationships.
- b. Constraints with suppliers who handle the supply of spare parts for customers who want to carry out service and replacement of spare parts, greatly affecting PT's quality and service time. Nasmoco makes it prone to customer complaints, such as delays in sending spare parts to Nasmoco, the length of news from the supplier regarding the availability of spare parts (empty condition or other series), and the quality of spare parts from the supplier. When sent to Nasmoco, it was in poor condition and had no returns. So customers feel dissatisfied with the results of the service.

Benefits Of Implementing Customer Service Complaint Handling

Implementation of CRM at PT. Nasmoco Kaligawe Semarang in handling complaints has the following benefits :

- a. With a database system of customers, the company can identify and find detailed information about the customers concerned. This makes it easier to provide maximum service.
- b. More targeted customer service activities can provide customer satisfaction because customers feel that the company can handle complaints or dissatisfaction with what they receive during service well.
- c. Implementing CRM helps PT Nasmoco Kaligawe Semarang develop good relationships with its customers by providing information and education through online applications such as Instagram, email, WhatsApp, Twitter, or call centers.
- d. Respond to and evaluate customer complaints as a form of future improvement for the company so that it can improve things that are less than satisfactory for customers.
- e. Providing a positive image of the company in the minds of the public, especially customers who use Toyota service services.
- f. Implementation of CRM at PT. Nasmoco Kaligawe Semarang can indirectly help with all aspects of sales and marketing through special offers to customers. The offer can be maximized and right on target with the existing database and promotional media.

Discussion

In addressing customer service complaints at PT Nasmoco Kaligawe Semarang, implementing an effective CRM program is essential. The SWOT analysis highlights several

critical aspects that should guide the strategy for handling these complaints. Firstly, PT Nasmoco's strengths include Toyota's strong brand image, which instills confidence in customers regarding service quality. The extensive branch network facilitates customer access, and the professional human resources enhance the handling of complaints. These strengths position PT Nasmoco advantageously in the market, allowing it to leverage Toyota's reputation, provide convenient service locations, and ensure high-quality customer interactions. However, the company faces notable weaknesses. Limited human resources in the service and CRM units create challenges in scheduling and communication, leading to customer dissatisfaction. Extended service times and procedural constraints from Standard Operating Procedures (SOPs) also hinder prompt complaint resolution. Additionally, inconsistent spare parts availability affects service efficiency, causing delays and further frustration among customers. Addressing these weaknesses requires increasing staffing levels, improving service processes, and ensuring a more reliable inventory management system.

Opportunities for PT Nasmoco are significant. As an official Toyota dealer, the company benefits from Toyota's popularity in Indonesia, attracting a large customer base with minimal promotional efforts. The strategic location on a main road enhances accessibility for customers, while partnerships with companies using Toyota vehicles provide a steady stream of service appointments. By leveraging these opportunities, PT Nasmoco can increase customer engagement and establish long-term business relationships. Nevertheless, PT Nasmoco must navigate several threats. Intense competition from other service providers, the emergence of new workshops, and lower service prices from competitors pose substantial challenges. To counteract these threats, PT Nasmoco should focus on innovation, offer unique promotions, and differentiate itself through superior service quality and customer care. Balancing competitive pricing with high service standards will also be crucial in maintaining customer loyalty.

Previous research highlights the importance of a strong brand image in enhancing customer loyalty and satisfaction [14], [15], which is also reflected in PT Nasmoco, where Toyota's brand image plays a significant role in building customer trust. Strong brand image has been shown to impact customer loyalty and satisfaction in various studies, as customers are generally more loyal and trusting of brands with a positive reputation [16], [17]. The findings at PT Nasmoco Kaligawe Semarang align with this, as Toyota's positive image significantly enhances customer trust in the services provided by the company. However, the human resource limitations identified in previous studies also pose challenges at PT Nasmoco, impeding service scheduling and complaint handling. Previous research indicates that a shortage of personnel can disrupt operational effectiveness, including service scheduling and complaint management. This issue is evident at PT Nasmoco, where a lack of staff in the service and customer relations management units negatively affects the company's ability to schedule services and respond to complaints promptly.

The strategic location facilitating customer access, as found in prior studies, also contributes to customer satisfaction at PT Nasmoco. Previous research emphasizes that a business's convenient location can enhance customer satisfaction by making it easier for them to access services [18], [19], [20]. PT Nasmoco Kaligawe Semarang leverages its strategic location to provide ease of access for customers, thereby increasing their satisfaction. The threat from intense competition and new workshops with lower prices, as noted in previous studies, is also relevant to the challenges faced by PT Nasmoco today. Previous research has demonstrated that price competition and the emergence of new workshops can pose serious threats to companies [21]. PT Nasmoco Kaligawe Semarang faces a similar situation, where competition from other workshops offering lower prices compels the company to innovate and adjust its service strategies to remain competitive in the market.

On the other hand, the opportunity through CRM implementation to understand and meet customer needs, and the benefits gained from CRM systems in enhancing customer relationships and operational efficiency, align with earlier findings. Previous studies have shown

that CRM systems can improve understanding of customer needs and strengthen relationships with the company [5], [22]. This is also evident at PT Nasmoco Kaligawe Semarang, where CRM implementation helps the company improve operational efficiency and service quality, in line with the benefits noted in prior research. PT Nasmoco Kaligawe Semarang can leverage CRM to manage customer complaints and enhance service, as suggested by earlier studies, to improve overall customer satisfaction and sales outcomes. Previous research suggests using CRM as a tool to manage customer complaints and enhance service quality [23], [24], [25]. Current findings indicate that PT Nasmoco Kaligawe Semarang can utilize the CRM system to better handle customer complaints and improve their services, which is expected to boost customer satisfaction and overall sales performance.

D. CONCLUSION

PT. Nasmoco Kaligawe Semarang in increasing customer service satisfaction through handling complaints, namely by situation analysis or what is called Strength, Weakness, Opportunity, Threats (SWOT) analysis, analysis and identification of customers who complain about service including identification of types of complaints and level of complaints, and implementation of CRM. Implementation of the strategy carried out by the Customer Relations Management (CRM) Strategy in handling customer service complaints by holding events for member communities and companies and providing promos for customers who provide service, namely providing discount vouchers or discounts. Service, free Toyota car checking service, free oil change voucher, which applies to the company's terms and conditions. Apart from that, we regularly provide education and information to the public, especially PT Nasmoco Kaligawe Semarang, customers regarding tips on maintaining cars well and avoiding car damage, including providing education and information regarding mechanisms, procedures, and procedures for carrying out service, service promotions, and replacement of spare parts at PT Nasmoco Kaligawe Semarang through the use of advertising and social media (Instagram, WhatsApp, etc.) regularly and regularly has been very effective in reducing the level of complaints from customers who perform service.

PT often experiences several obstacles. Nasmoco Kaligawe Semarang regarding service includes customers dissatisfied with the service results, the length of work time that does not match the estimates given, limited funds, and lack of regular publications by PT. Nasmoco Kaligawe Semarang and the officers dedicated to handling complaints are very limited. Some of the benefits that companies get from Handling Customer Complaints Services are making complaints or complaints as a form of response and also material for company evaluation, increasing customer loyalty, providing a positive image of the company in the minds of the public, and building good relationships with customers.

PT. Nasmoco Kaligawe Semarang should focus on selling its vehicles and paying more attention to the service department, especially the complaint handling department. The aim is to prevent customers from switching to other branch dealers who pay more attention to customers who provide service. Apart from that, the workshop section also monitors complaints received by service advisors directly so that customer dissatisfaction can be resolved immediately. PT. Nasmoco Kaligawe Semarang can recruit additional human resources to unit Call Center or Customer Service specifically for customers who complain by telephone or come directly to the dealer. Companies should also collaborate with providers or telecommunications companies to make things easier by broadcasting messages to customers to save costs and time in providing information to customers as a whole. For complaints via e-mail, it is best to design an automatic email to respond quickly to customer complaints that have been received and processed. This aims to make customers feel that their wish to complain has been responded to well and quickly. Companies can create smartphone booking service applications to make it easier and faster for customers to book services. The company provides training and

development to employees, especially the CRM section, regarding handling customer complaints properly.

Social media is used to be more active and routine in implementing CRM to provide information and education to customers, especially regarding service implementation mechanisms and procedures. Its funds are allocated to support program implementation in handling customer service complaints. Evaluate the implementation of customer programs as strategy implementation. CRM should be improved to reduce communication errors in providing information regarding each program-designed month. Adding a team to the CRM division to handle and make things easier by monitoring complaint handling at PT dealers. Nasmoco Kaligawe Semarang. This is useful for reducing delays in handling complaints.

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