

# Customer Relationship Management Gajah Mada University Club Hotel In Building Customer Loyalty

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## ABSTRACT

The development of the hospitality business in Yogyakarta has grown every year. This creates business competition in the hospitality industry which requires business people to make strategies to be able to compete with other competitors. Seeing the potential that Yogyakarta has as a tourism city, Gajah Mada University (UGM) also takes part in this matter, through the Gajah Mada University Club Hotel (UC Hotel UGM) which has MICE (Meeting, Incentive, Conference, and Exhibition) which is so strategically located in the center of Yogyakarta and is in the middle of UGM campus. This makes UC Hotel UGM need to set a strategy to be able to compete in the surrounding hotel business market in order to attract customer loyalty. This research aims to find out how Customer Relationship Management (CRM) at UC Hotel UGM builds customer loyalty. This study uses descriptive qualitative research methods using interview, observation and document data collection techniques. The results of the study show that eight elements of CRM can help hotels build relationships with customers, increase customer loyalty, and build a better hotel reputation. However, to maintain customer loyalty at UC Hotel UGM Yogyakarta, it is advisable to implement CRM consistently and always evaluate regularly and continuously to create a sense of satisfaction for the customer himself in order to build customer loyalty. CRM activities that have been carried out by UC Hotel UGM have been running well, which can be seen from customers who feel customer relations activities while at UC Hotel UGM and positive reviews through google maps.

**Keywords:** *Customer Relationship Management, Competition, Hotel, Customer Loyalty.*

## INTRODUCTION

The Special Region of Yogyakarta is one of the most popular provinces in Java. This can be seen by the many nicknames given to this province, ranging from the city of students to the city of tourism. It is not surprising that Yogyakarta Province has many business potentials to be developed. One of the potential businesses that can support the world of tourism in the province of D.I Yogyakarta is hospitality. Currently, Yogyakarta has various types of hotels, ranging from jasmine hotels, one-star to five-star hotels, all of which aim to facilitate and provide the best service to tourists and hotel guests who are increasingly visiting this tourist city.

Data from the Central Bureau of Statistics (DBPS) of Yogyakarta City shows an increase of 513 hotels in Yogyakarta City in 2019, and this growth is expected to continue until 2022. With this growth, hoteliers compete with each other to improve hotel facilities and comfort so that guests can return again (Stella Margareth, 2019).

**Table 1. Number of Indonesian Travelers Using Hotel Bintang and Hotel Non Bintang**

No	Element	Year		Unit	Data properties	Data source
		2020	2021			
1.	Number of Indonesian Travelers Using Hotel Bintang and Hotel Non Bintang	1.778.580,00	4.279.985,00	Person	Annual	Dinas Pariwisata

With this increase, it can lead to business competition in the hotel industry which makes hoteliers need to create strategies to be able to compete with other competitors. In facing this business competition, each hotel has a different strategy to create satisfaction for guests who stay by providing a friendly and fast but also quality service. This must be done because if customers are not satisfied, they will switch to competitors and will cause a decrease in sales value. So, if this customer satisfaction can be created, then further customer loyalty is expected which is considered to determine the survival of a hotel (Jannah, 2017).

In carrying out this strategy, the company must implement Customer Relationship Management (CRM) with good quality. CRM itself is a core business strategy that integrates internal processes and functions within the company with external networks to create and provide benefits to target customers that provide profit. Companies must prioritize customer satisfaction. Many new things are done by companies to satisfy customers (Rangkuti, 2017).

Based on CRM, customer satisfaction is closely related to the quality of service applied. Service quality is used as a benchmark for the performance of a company and is an important factor in increasing customer satisfaction. Poor service quality certainly has a negative impact on its customers, one of which is that customers decide not to subscribe again and loyalty cannot be achieved (Marlia,

2021). Customer loyalty is a very influential thing in maintaining and the success of hospitality businesses in the short and long term which makes the hospitality business in Yogyakarta increase (Dwi Prasetyo, 2022).

With the presence of new hotels in Yogyakarta that are growing. So, Gadjah Mada University (UGM) has the potential to compete and become a MICE (Meeting, Incentive, Conference, and Exhibition) destination which is part of the tourism business, because it provides adequate infrastructure, for example at Ghra Sabha Pramana, University Club Hotel UGM (UC Hotel UGM) and Wisma Kagama. UC Hotel UGM or commonly known as Gadjah Mada University Club Hotel is a hotel that has historical value which is one of the business units of PT Gama Multi Group which processes lodging services (hotels, guesthouses and homestays) and has MICE with a strategic location within the UGM campus. So, it is necessary to set a strategy to be able to compete in the tourism business market (Prayudi, 2011).

One of the strategies implemented by UC Hotel UGM is by conducting good relations with customers or CRM with the aim of building customer loyalty, and what has been implemented is by providing discounts for each specific service. With the implementation of this can increase customer satisfaction with existing services. This is what led UC Hotel UGM to get an award from Agoda, namely the 2020 Customer Review Awards which were chosen directly by travelers. So that UC Hotel UGM continues to improve in the midst of business competition in order to provide even better service. And this is the main focus of this research. In this research, researchers will dig deeper into how CRM is implemented as an effort to build customer loyalty at UC Hotel UGM. With the application of CRM in increasing customer loyalty and keeping customers loyal, it is interesting to study because this phenomenon is growing in Yogyakarta and competition in the hospitality business continues to increase every year.

The purpose of this research is to find out how CRM practices and performance are applied in building loyalty to customers at UC Hotel UGM.

## **LITERATURE REVIEW**

Prestasyawati et al. (2021), in their research entitled "The Influence of Customer Relationship Management Towards Customer Loyalty in Cold n' Brew" focuses on the variables that influence CRM and proves whether these variables affect customer loyalty. By using descriptive methods (partial least square analysis), the results of the study are human resources, data and information technology, affecting consumer loyalty at Cold n' Brew. This research both examines CRM on customer loyalty but the difference in this study examines CRM strategies in building customer loyalty while Prestasyawati et al. are more on the variables that influence CRM on customer loyalty.

Bintarto et al. (2021), in research on the effect of Customer Relationship Management on hotel customer satisfaction and loyalty in 2021. The focus in this study is the relationship and influence on each variable used in determining hotel customer satisfaction and loyalty with the CRM strategy. By using the quantitative method, the results obtained are CRM has a positive and significant effect on customer satisfaction, customer satisfaction has a positive and significant effect on customer loyalty and CRM has a positive and significant effect on customer loyalty. This research both discusses CRM on customer loyalty but the difference is that this research focuses on how CRM builds customer loyalty while Bintarto et al. more focuses on the relationship and influence of variables in determining customer satisfaction and loyalty.

Prasetyo et al. (2022), in their study "New Grand Park Hotel Customer Relations Communication to Customers During the Covid 19 Pandemic in 2022". The focus in this study is how does New Grand Park Hotel maintain customer loyalty in the midst of the Covid-19 pandemic through customer relations. By using descriptive qualitative research methods, the results of the importance of customer relations by emphasizing effective communication to maintain customer loyalty which greatly affects hotel occupancy rates during the Covid-19 pandemic. This research both examines the CRM strategy on customer loyalty, the difference is that this research focuses on building customer loyalty, while Katon JRK, Prasetyo et al. focuses more on maintaining customer loyalty.

Lubis (2020), in their research on the Marketing Public Relations Strategy of Santika Premiere Hotel in 2020, the focus in this study is a strategy to increase customer loyalty using the three-way strategy theory of Push, Pull, and Pass. By using qualitative research methods with the results of the Santika Premire Bintaro Hotel Marketing Public Relations Strategy in increasing customer loyalty when associated with the Three Ways Strategy (Push, Pull, and Pass) theory from Thomas L. Harris is said to be successful because it is proven that there is a good and active response from Santika Premiere Bintaro Hotel customers. This research both examines customer loyalty using CRM, the difference is that this research focuses on building customer loyalty while., Armaini Lubis focuses on increasing loyalty using a three-way strategy (Push, Pull, Pass).

Some previous studies in conducting research on CRM used quantitative methods, while in this author's research using qualitative methods, this is what makes it different from other studies. The year in this study is also very influential, which this research was conducted after the pandemic. It can be concluded from several previous studies that the variables used are different, some use the three-way theory, hotel comparison, maintaining loyalty,

while in this study using eight CRM elements to build loyalty, and the CRM theory used is also different, which in this study uses CRM theory by Pratama in 2019.

According to Pratama (2019), CRM is a strategy and method combined with utilizing information technology in the form of both computer software and computer hardware to assist companies in managing their customers and maintaining good relationships with customers, in order to achieve the company's main business objectives. The focus of CRM itself is to improve customer satisfaction levels, increase customer loyalty, and increase revenue from existing customers, in the face of high levels of competition, globalization and consumer turnover and the development of consumer acquisition costs (Wicaksono, 2018).

According to Pratama (2019), there are eight elements in CRM that are related to one another in compiling a CRM system and making it run optimally. These eight elements include:

- (1) Business Report, this element functions in presenting data and information in the form of results from sales, marketing and customer feedback regarding the services provided.
- (2) Customer Care, usually called Customer service, it functions to collect data related to customers and then send the data to other subsections in the company that need the data. In addition, it is a place for customers to provide feedback on the services provided by the hotel/company. Customer care emphasizes more on overall customer needs and satisfaction including customer complaints. This can be conveyed via telephone, email, chat, or through social media. The purpose of customer care is to increase customer satisfaction.
- (3) Human Resource Management, is a way to manage human resources (labor) in the company. This element functions to help HRD through CRM in managing HR according to company needs so that customers get maximum good service.
- (4) Lead Management, the process of managing and processing potential prospective customers with the aim of hooking into active customers. It functions in helping the CRM system to analyze customer patterns in conducting goods and services transactions and then managing related campaigns that will be promoted to customers.
- (5) Marketing, refers to the business strategy carried out by the company to be able to promote sales or purchase products/services. This element functions in assisting the CRM system in processing customer data, so that it can help companies determine marketing strategies based on customer data.
- (6) Sales Force Automation, serves as sales automation in the CRM system, which has been equipped with forecasting capabilities, tracking in interactions with customers.
- (7) Workflow Automation, this element serves to help manage scheduling in the CRM system of various

processes within the company in a leaner, faster manner, for a number of employees in the company so as to save time and effort and can improve service to customers.

(8) Analytics, this element serves to assist companies in making decisions on customer analysis data presented in the form of tables, graphs and market trends.

According to Pratama (2019) there are three roles in the CRM system, including:

- (1) Increasing Company Value, the increase in company value can be measured by customer loyalty to the company, the use of company promotional costs and the speed of product and service breakthroughs in the market.
- (2) Can Know Customers Deeper, customer data has been stored in the company's CRM system, which makes the company easily learn the behavior of each customer. So that companies can improve service responses so that customers are more satisfied.
- (3) Establish and Maintain Good Relationships with Customers, with a CRM system, it can help companies easily communicate with customers both directly and indirectly to find out what customers need and provide assessments related to the services provided so as to increase customer trust and help companies achieve their main business goals.

According to Moven and Minor in Mardalis (2006: 111) defines loyalty as a condition where customers have a positive attitude towards a brand, have a commitment to that brand, and intend to continue their purchases in the future.

According to Barness (2003: 33) in Rahmat (2018), loyalty is a subjective concept, a concept that is best defined by the customer himself. The main components of loyalty itself are time, continuity and length of a relationship.

Based on the several definitions above, it can be concluded that customer loyalty is a positive attitude shown by customers to the company in connection with their loyalty and concern for the existence and progress achieved by the company.

Indicators of Customer Loyalty:

- (1) Repeat Purchase, this indicator indicates the loyalty of repeat purchases or periodic purchases of a product. Repeated purchases made by customers of the company's products.
- (2) Retention, customer loyalty resistance to negative influences on the company. Customers whose loyalty resistance is like this are not affected by the existence of other products that can be said to be much cheaper, have more features, etc.
- (3) Referrals, referring to the total existence of the company. Customers in this situation are able and willing to recommend the company's products to the closest people around their environment.

Relationship Between CRM and Customer Loyalty.

CRM talks about how to maintain relationships with customers so that mutually beneficial relationships can occur continuously. This can be interpreted that the main goal of CRM is to create loyal customers. According to Munandar (2018), it states that CRM has a positive and significant relationship with customer loyalty to the company, which can be caused by changes in the application of CRM itself. This means that to increase customer loyalty, the first thing the company must apply is CRM. This shows that customer loyalty requires more attention from the company because loyalty will greatly affect the performance and main objectives of the company.

## **METHOD**

This study used a qualitative research method with a descriptive approach. According to Mulyana (2018), qualitative research is interpretive research using understanding whose use involves many methods, in analyzing each problem. In using this method, it is often called triangulation, which means that researchers can get a holistic understanding of the phenomenon being studied. This research focuses on CRM and customer loyalty. In this case, researcher can describe more deeply the CRM applied in an effort to build customer loyalty at UC Hotel UGM.

Data collection techniques used in this research include: The interview method was conducted to explore information about the CRM system implemented by UC Hotel UGM as an effort to build customer loyalty. Interviews were conducted in the form of providing predetermined questions as well as questions that arose spontaneously.

The purpose of researcher in conducting observations is to present a real picture of the actual events in the field to produce stronger and more accurate research. Observations were carried out in stages during the research process.

According to Sugiyono (2021), documents are records of events that have passed. These documents can be in the form of writings, pictures or historical works of a person. In this data collection technique, researcher took several important documents or notes during the research activities to strengthen the research results. Examples of documents that can be taken are performance reports, online news about UC Hotel UGM, releases, to support the results of interviews and observations.

In analyzing the data of this research, the Miles and Huberman data analysis model will be used. Miles and Huberman (1984) in Sugiyono (2021), suggest that activities in qualitative data analysis are carried out interactively and take place continuously until completion, so that the data is saturated. So, the activities in data analysis, namely data collection, reductions, data display and conclusion drawing/verification.

The steps of data analysis in this research are as follows: Collect all data from interviews, observations and documents collected into one or combined (triangulation). In this data collection is done per day or even every month, so that the data obtained varies and a lot. The data collected is data in the form of CRM UC Hotel UGM from the results of interviews, observations and documents.

The amount of data obtained in the field needs to be analyzed through data reduction. Reducing data means summarizing and sorting out primary data, focusing on the important things and looking for patterns and themes. Interview data, observations and documents regarding CRM at UC Hotel are then sorted according to the needs and types of data, whether primary or secondary data groups. Then at this stage it will be sorted out, that way the data obtained has a clear picture, and makes it easier for researchers to collect further data.

Then the reduced data in the form of interview data, observations and documents will be presented in a data presentation which can be in the form of tables, graphs, pictograms and the like. With the presentation of the data, it can then be arranged into interconnected patterns, so that it can be easily understood.

The final step is to draw conclusions and verify the data. The results of the presentation of data regarding CRM UC Hotel UGM were then concluded by researchers in accordance with the formulation of research problems. Conclusions in qualitative research are new discoveries that have never existed before or descriptive findings/description of an object that is still vague so that after research it becomes clearer, it can be a causal or interactive relationship.

In determining the validity of researchers using source triangulation. Researchers collected data then checked the data obtained through several sources (Sugiyono, 2021). Triangulation with sources means comparing and cross-checking the degree of trust in information obtained through different times and tools in qualitative methods.

## **RESULT AND DISCUSSION**

UC Hotel UGM is one of the business units of PT Gama Multi Usaha Mandiri which manages lodging services (hotels, guesthouses and homestays), as well as MICE which has a strategic location within the UGM campus. Established in 1977 under the name Wisma Gajah Mada which later became Gajah Mada University Club in 2008. UC Hotel UGM has a strategic location in the center of Yogyakarta which can be accessed by all public facilities. Located on Pancasila Street No. 02, Bulaksumur, UGM Campus, Yogyakarta. Direct line: (0276)563461, 557216. Email: [universityclub@gamamulti.com](mailto:universityclub@gamamulti.com).

UC Hotel UGM offers a campus atmosphere that is academic, polite, and comfortable. UC Hotel UGM also has quality historical values and the room rate offered is very affordable and economical consisting of 71 rooms with room types including standard room, standard deluxe, deluxe, junior suite room, family room, and family suite room, also equipped with a meeting room that can be used to support meeting activities and can be used to organize seminars and exhibitions, both on a national and global scale. It also provides a wide selection of affordable wedding packages that suit your needs. The integrated restaurant known as UC Resto is very suitable to be used as a breakfast, lunch and dinner venue with a variety of varied menu dishes and what is equally interesting is the Boulevard Café which was recently inaugurated in October 2022.

In 2020, UC Hotel UGM won a prestigious award with the Agoda Customer Review award with the customer review award category with a score of 8.4. This encourages UC Hotel UGM human resources to continue to work better, be professional and provide competitive products and services.

CRM process implemented by UC Hotel UGM:

(1) Collecting Customer Data, the implementation of the CRM strategy carried out by UC Hotel UGM begins with collecting data. UC Hotel UGM collects customer data based on transactions made, which contains data on name, ID card number, address, and domicile. The prospective customer data is stored to become a hotel database. The data is then processed again to determine what programs will be made each month.

(2) Customer Data Analysis, the next step in the implementation of CRM by UC Hotel UGM is to analyze customer data and turn the data into information that can help UC Hotel UGM in planning and developing programs to build customer loyalty. The customer database used as the basis for program development, in this case, is the customer database. From this customer data, UC Hotel UGM can find out their best customers, namely by looking at repeat orders, extended stay and affiliates. Based on these points, UC Hotel UGM can find out how loyal its customers are. The more loyal the customer, the more check points. This data will later be used to develop a CRM program conducted by UC Hotel UGM. The more often the customer makes repeat purchases, the more effective the CRM implementation activities carried out by UC Hotel UGM.

(3) Development of Customer Relationship Management Program, the next step is the development of the CRM program. Based on data obtained from marketing, UC Hotel UGM can identify its target customers, besides that it can decide which customers should receive special offers. Based on this data, UC Hotel UGM prepares programs for its customers every month. The programs that will be made will previously be discussed with all departments, namely Finance, Human Resource Department (HRD), FnB, IT, and Sales and marketing. The

programs that will be created must have a definite goal that will eventually be evaluated at the end of each month. The program also aims to establish relationships with customers. In addition, the program will also be made to maintain the existence of UC Hotel UGM in the competition of hotels in Yogyakarta. The programs created can be in the form of attractive promos for customers, discounts on certain events, year-end SALE.

Analysis of CRM elements at UC Hotel UGM, in implementing CRM, UC Hotel UGM is very focused on providing services to customers with the aim of building customer satisfaction and loyalty. Supporting factors in the implementation of CRM are good cooperation with human resources at UC Hotel UGM to establish good relationships with customers that last in the long term. The application of CRM elements has been carried out for a long time and takes place gradually, starting from the previous name change, Wisma Gadjah Mada to UC Hotel UGM, and aims to build brand awareness to the public. The application of CRM at UC Hotel UGM focuses on service, and uses print media, electronic media, social media or other customers as promotional media based on market segments such as academic, corporate, government, and social events.

Analysis of CRM elements according to Pratama (2019), among others:

(1) Business report usually contains reports on data processing from sales, marketing and customer feedback. Here there are two reports related to MICE and hotel visitors, including:

**Table 2. Business report**

No	Event MICE	Month			Desc
		October	November	December	
1.	UGM	39%	36%	40%	
2.	Visit	15%	19%	23%	
3.	Wedding	9%	4%	4%	
4.	Delivery	11%	4%	8%	
5.	Lain-lain	26%	37%	25%	

(Source: research data, 2023)

For MICE events that have increased are visits. This visit is an annual activity carried out by high schools by visiting UGM as a collaboration and goal for students who will continue their studies to universities to get to know UGM more deeply.

**Table 3. Number of hotel guests**

No	Element	Month			unit	Data Properties
		October	November	December		
1.	Number of hotel guests	2899	3147	3658	People	Monthly

(Source: research data, 2023)

The increase in hotel visitors is quite significant because it is influenced by the year-end holidays, and the demand for hotel units is increasing. The branding done by UC Hotel UGM is also quite influential on the increase in the number of visitors, and with the number of likes on UC Hotel UGM's TikTok content and Instagram Reels content, UC Hotel UGM's social media accounts continue to experience an increase in views. Of course, UC Hotel UGM provides adequate facilities for all types of MICE activities and provides the best service for hotel visitors to give an impression and satisfaction to customers in the hope that there will be repeat orders from customers.

(2) Customer care, in conducting services, UC Hotel UGM through the front office applies a sense of family in every service. This is so that customers can feel the service like at home. As well as caring and solving complaints given by customers. And make every effort to meet all customer needs. All forms of criticism, suggestions, are very open to HR. The application of smiles and greetings has become a habit in service at UC Hotel UGM. Both from CS staff to head office.

(3) Human Resource Management (HRM) Efforts made by the company to manage resources (workforce) to maximize each individual so as to achieve company goals. In this case UC Hotel UGM conducts training for employees according to company needs. And competency exams are often held according to the fields of each employee. With this, it can maximize the potential of human resources in order to achieve customer satisfaction.

(4) Lead Management, assist in the sales process by increasing customer satisfaction. Data on prospective customers will still be stored and promotions will be offered to prospective customers, for example by sending email blasts.

(5) Marketing, in this case marketing helps to improve and optimize good relationships with customers, encourage customer loyalty, retention and customer lifetime. Marketing UC Hotel UGM always provides the best service for prospective customers by providing attractive offers 20% for MICE activities in accordance with applicable regulations, as well as building good relationships with new customers.

(6) Sales Force Automation, facilitate the sales process more efficiently. The convenience can be felt by visitors who make reservations through the website with various discounts. Customers do not bother anymore when making reservations, this can be facilitated by online reservations provided by the hotel. SFA here functions to manage the distribution of sales processes, reports and databases in each division.

(7) Workflow Automations, facilitate the administration process digitally, minimize human error and save a lot of time, and cut the company's cost budget.

(8) Analytics, analyze data for easy presentation. Both regarding customer data, and sales with the aim of building good relationships with customers.

#### Analysis of Customer Loyalty Indicators:

(1) Repeat Purchase, customers who have used services or experienced services, will make repeat purchases because they are satisfied with the service. This makes sales marketing will keep in touch with repeat purchase customers by providing discounts and gifts.

(2) Retention, always establish good communication with customers, so that they want to use their services again. This is of course by providing attractive offers such as discounts. Customers will be regularly sent various attractive offers from the hotel.

(3) Referrals, strive to recommend services to customers to be introduced to other potential customers. The customer will certainly get a reward.

From the description of the research results above, it can be concluded that the analysis of CRM elements in maintaining good relations with customers with the aim of building customer loyalty has been done for a long time. Likewise, the analysis of customer loyalty indicators has been carried out well. This is what builds customer loyalty to UC Hotel UGM. However, it is necessary to maximize efforts to implement existing CRM. so that it requires creative and innovative ideas every year in order to be able to give a positive impression to customers and reduce negative impressions of hotels and services. This is because CRM is one of the bridges between the company and customers, and it is better if marketing always checks and upgrades the customer database and also pays attention to customer accounts that are not potential to be given promo offers so that they not only hold MICE but also stay at UC Hotel UGM.

#### CONCLUSION AND RECOMMENDATION

Increased customer loyalty at UC Hotel UGM can be seen from the number of customers who use MICE and hotel services from October to December. CRM that is applied is improving service quality, maintaining customer trust and satisfaction, offering attractive promos, implementing good communication with customers, responding and appreciating criticism, suggestions, and complaints

(complaint handling), evaluation and follow-up in dealing with customer complaints, and implementation using the CRM element approach and customer loyalty indicators carried out by the sales & marketing division runs well, through sales call programs, sales promotions and giving rewards to customers.

In maintaining the existence of UC Hotel UGM in the competition of hotel service business, especially in Yogyakarta, it should be able to establish good relationships in the long term and be able to manage the group customer database in the system. A good and effective program by making visits or providing information on hotel products and services via text messages, email or telemarketing so as to provide room night production from year to year at UC Hotel UGM.

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