

***CUSTOMER RELATIONSHIP MANAGEMENT (CRM)  
PROGRAM OF LUXURY COACH UNIT ON FREE  
INDEPENDENT TRAVELER (FIT) PATTERN AT PT  
KERETA API PARIWISATA***

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**Abstrak**

This study was conducted to determine how PT Kereta Api Pariwisata processes customer data in the database by creating a Customer Relationship Management (CRM) program. As a company that does not yet have competitors in its class, PT Kereta Api Pariwisata has a program to continue to maintain good relations between the company and customers. Therefore, PT Kereta Api Pariwisata designed a CRM program as a step to establish ties with tourist train customers, especially in the Free Independent Traveler (FIT) pattern. This research was conducted qualitatively. Data collection in this study was carried out by means of interviews, observations, and literature studies. Based on the research, it shows that PT Kereta Api Pariwisata carries out three CRM programs, namely continuing marketing, one to one marketing, partnering marketing.

**Keywords:** Customer Relationship Management, Customer Satisfaction, Kereta Api Pariwisata, Indonesian Train Services

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## **INTRODUCTION**

Current business developments, in addition to depending on the quality of products offered by the company, can also be seen in terms of service quality, which further encourages customers to buy products or use the services offered. In the midst of a pandemic, companies are required to be able to compete competitively, in this case how companies can retain consumers. The sharper the competition that is present and the technology that continues to change rapidly, will encourage companies to innovate in the products offered. Companies will try to understand consumers from what they think, need, to what consumers expect can be in accordance with reality (Anastasha & Achmad, 2014). The higher the role of consumers for a company, the more a sense of establishing deeper relationships will be needed and in the long term this process is known as customer relationship management (Zheng, 2017; Parvatiyar & Sheth, 2001).

PT Kereta Api Pariwisata is a service company engaged in land transportation. The Tourist Train is a train that is specially designed with luxurious facilities and premium services. The Tourist Train is a type of VIP Train that can be rented for special purposes according to request. In the FIT (Free Independent Traveler) pattern, the company has various customer characters that are dynamic and heterogeneous. The database is the main key to a company, if it is processed properly, the company in this case PT Kereta Api Pariwisata can return to a more prime position in the midst of a pandemic (Putri, 2019). Recognizing customers can be easily done through the company's database, to make it easier for the author to focus on FIT customers in the luxury coach unit. So the author is interested in writing a CRM program to find out how the CRM program is carried out by the luxury coach unit of PT Kereta Api Pariwisata.

In finding the right program for customers, the focus of customer relationship management is to improve customer satisfaction levels, increase company revenue, and increase customer loyalty. By implementing customer relationship management, companies can better understand customer purchasing behavior, especially in the FIT pattern (Andrenia, 2006; Budi, 2017). Looking at the explanation that has been stated above, a question arises, how is the CRM (Customer Relationship Management) program carried out by the luxury coach unit in the FIT (Free Independent Traveler) pattern at PT Kereta Api Pariwisata.

## **METHOD**

In this study, the author uses a qualitative research method to collect the necessary data. The population involved are employees of the luxury coach unit of Kereta Api Pariwisata and Mr. Andry as the senior supervisor of the luxury coach unit of PT Kereta Api Pariwisata. The author obtains data through several methods, namely interviews, observations and literature studies with the following descriptions:

1. Literature study is taken from several sources such as books and scientific papers related to the discussion taken by the author.

2. Interviews were conducted to complement the lack of information outside the literature study. This method collects data by asking questions directly to Mr. Andry as the senior supervisor of the luxury coach unit of PT Kereta Api Pariwisata.
3. Observation or observation and recording of things that are seen in the process of implementing activities. The type of observation that the author did was participant observation, where the author took part in the process of field activities, namely field work practices that had been carried out at PT Kereta Api Pariwisata.

## **RESULT AND DISCUSSION**

PT Kereta Api Indonesia (Persero) is a parent organization that continues to develop the railway transportation industry in Indonesia, currently one of which is PT KAI developing train-based tourism, namely PT Kereta Api Pariwisata. Currently, PT Kereta Api Pariwisata has several business units that continue to grow. A tourist train is a train that is specially designed with luxurious facilities and premium services. The tourist train is a type of VIP train that can be rented for special purposes according to customer requests. This type of train is commercialized with two schemes, namely the FIT or individual pattern (on certain types and train schedules) and the charter or leased pattern. In the management carried out, there are several stages that must be carried out including submitting funds to the company's finance department, planning parts of the location that must be repaired, reporting management activities accompanied by evidence in the form of photos and financial details used, after which the SAP filling will be carried out which is known as the main system of the company's report database at PT Kereta Api Pariwisata (Putri, 2019).

In the formation of the CRM program, PT Kereta Api Pariwisata has its own Standard Operating Procedure (SOP). This standard procedure is made as a guideline for the company to remain orderly and regular in carrying out work. The SOP for this CRM program begins with collecting customer data through a customer database and analyzing data and identifying them starting from gender, address, place and date of birth, etc. After the analysis and identification are complete, the CRM program for customers is prepared with field implementation in the form of delivering greetings, giving gifts on special days such as Chinese New Year, New Year, Valentine's Day, etc. Finally, after the program is run, reporting and evaluating the program is carried out via questionnaires or email.

The formation of a CRM program has eight management and governance aspects (Zikmund, et al., 2003; Suryadi, 2019), namely:

### **1. Team Structure**

PT Kereta Api Pariwisata, especially in the luxury coach unit, handles two tourist train sales schemes, namely the charter pattern and the FIT pattern. In the luxury coach unit team structure at PT Kereta Api Pariwisata, both charter and FIT pattern sales will be handled by the

luxury coach unit, the task that must be fulfilled by this unit is to monitor all tourist train trips from pre-journey, during journey, to post-journey.

## **2. Role Specification**

Role specification relates to determining the company's role in fulfilling CRM tasks and the role of a particular individual or team in managing customer relationships. The larger the scope of the CRM program and related tasks, the more complex the team composition will be. Role specification also helps clarify the nature of the human resources needed by the company. For the preparation of the CRM program, PT Kereta Api Pariwisata chose the luxury coach division as the umbrella role for creating the CRM program, the process of creating the program is led directly by the head of marketing and public relations. PT Kereta Api Pariwisata does not yet have an independent division for handling CRM so that the management of the database owned by the company has not been managed properly.

## **3. Communication**

Communication between PT Kereta Api Pariwisata and customers during this pandemic is very important. Because, it can rebuild customer trust. The program carried out by PT Kereta Api Pariwisata is to remind customers of the existence of tourist trains through Instagram social media. In the FIT pattern, CRM program communication is carried out by distributing questionnaires to customers in the middle of the trip before arriving at the destination. FIT pattern users are the largest number of users at PT Kereta Api Pariwisata, before the pandemic the total number of FIT pattern users reached 300 people/day. The distribution of this questionnaire is intended to seek customer satisfaction and renew existing services.

## **4. Common Bonds**

Good communication with customers can foster a close relationship between the company and the customer so that the customer feels special. In the FIT pattern on certain days such as Valentine's Day, Mother's Day, Chinese New Year, and before the holidays, PT Kereta Api Pariwisata usually shares warmth with customers by giving chocolate on Valentine's Day, giving special Chinese New Year cakes on the tourist train, and the most special thing about the FIT pattern is that customers can receive greetings such as birthday greetings on the tourist train directly. During the pandemic, PT Kereta Api Pariwisata also distributed masks to customers. This will have a more sustainable impact on customers. In business-to-business relationships, social bonds are created through interaction; however, with mass market customers such as the FIT pattern, frequent face-to-face interactions will be better if added to the common bond between the company and customers through a synergistic relationship, or creating a special community of train lovers.

## **5. Planning Process**

Another important aspect of the CRM program development process is the planning process and determining the extent to which customers need to be involved in the planning process. Involving customers in the planning process will ensure their support in implementing the planned program plan and objectives. PT Kereta Api Pariwisata has not yet involved customers in the CRM program planning process. This is because it is not possible to involve all FIT customers in the CRM program development process. PT Kereta Api Pariwisata can select a random sample to invite customers in the CRM program development process, this aims to find out what customers want directly.

**6. Process Alignment (Proses Penyesuaian)**

The adjustment process comes after the company makes sales, Cooperation, and creates a CRM program for customers. If the company has a special CRM system to accommodate customer data, the company must display sales data realistically with the aim of describing customer data in detail, so that the company's CRM team can analyze sales results as early as possible and reprocess them into new marketing data. The FIT pattern and customer behavior at PT Kereta Api Pariwisata have changed rapidly, therefore the process of adjusting the CRM program with the marketing strategy has become an inseparable unit.

**7. Employee Motivation (Motivasi Karyawan)**

Training employees to interact with customers, work in teams, and manage relationship expectations is very important for the company. Given that the character of customers in the FIT pattern continues to change and continues to move dynamically in accordance with technological advances. PT Kereta Api Pariwisata must have qualified human resources to create the right motivation for customers, so that customers continue to buy the company's products and have a sense of loyalty.

**8. Monitoring Process (Proses pemantauan)**

The monitoring process or evaluation stage is the most important stage to protect against failure. The monitoring process carried out by PT Kereta Api Pariwisata includes evaluating the objectives and results desired by the company periodically, PT Kereta Api Pariwisata provides feedback to FIT customers via telephone/email/questionnaire. The company will ask how the customer's experience was during the trip related to the service and impression of the message on boarding the tourist train. PT Kereta Api Pariwisata also stores FIT customer data through the company database.

So from the eight aspects it can be seen that the purpose of implementing this CRM program is to evaluate whether the program has met expectations and is sustainable in the long term. In addition, the implementation of the CRM program also aims to find the right strategy for the company and marketing goals that create a sense of loyalty and satisfaction in the hearts of customers. The next stage, namely the last stage, is the evolution or change to the improvement of the CRM

program implemented by PT Kereta Api Pariwisata, changes or modifications to the CRM program can occur if the company is not satisfied with the performance produced. When performance is satisfactory, the company will be motivated to continue or improve the CRM program. In table form, the following are CRM programs that have been carried out by PT Kereta Api Pariwisata:

**a. Continuity Marketing**

PT Kereta Api Pariwisata does not yet have a special membership card for either the FIT or charter pattern, during a pandemic like now PT Kereta Api Pariwisata is giving a discount on the priority type tourist train for the Gambir-Bandung route from Rp. 295,000-, to Rp. 250,000-

**b. One to One Marketing**

In the FIT pattern, PT Kereta Api Pariwisata shares warmth with customers by giving chocolate on Valentine's Day, giving special Chinese New Year cakes on the tourist train, and the most special thing about the FIT pattern is that customers can receive greetings such as birthday greetings directly on the tourist train.

**c. Partnering Marketing**

PT Kereta Api Pariwisata has collaborated with the bus companies TRAC and White Horse as an effort to meet customer needs.

Not only that, PT Kereta Api Pariwisata also applies three strategies to Customer Relationship Management (CRM), namely:

**1. Strategic CRM**

Strategic CRM has the aim of building a company that is designed to create and deliver customer values to the maximum and better than competitors. Strategic CRM that has been implemented by PT Kereta Api Pariwisata includes:

**a. Customer service is separate from the marketing department**

PT Kereta Api Pariwisata has a service department that is separate from the marketing department. The service department in this company consists of people who are directly involved in serving customers in the field, such as priority train attendants and front liners who are useful as tourism reinforcement in simple things to impress customers. Excellent service has been the key for PT Kereta Api Pariwisata so far in serving customers, they provide training for train attendants in the form of communication and service because they are the people who meet face to face with customers so they know what customers expect and need. In the marketing department, the public relations division works together with the luxury transport unit to maintain the continuity of the company's sales by conducting promotions, maintaining and managing the company's network or partners, and creating programs related to increasing sales of tourist trains.

**b. Organizational culture**

PT Kereta Api Pariwisata has a flexible organizational culture and prioritizes excellent service. Every employee who works at PT Kereta Api Pariwisata has a culture of smiling, greeting, being polite, and courteous. This culture is implemented with the aim of improving customer service and bringing a warm atmosphere to the company environment. Customers have trust built by the corporate culture of PT Kereta Api Pariwisata which is different from other companies. In addition, there is a millennial division according to the name given by millennials or generation Y, those who were born in 1980 - 1990 or in the early 2000s. PT Kereta Api Pariwisata has around 25 millennial employees who are still active today. They have a work culture according to their generation, namely: growing up in the midst of rapid technological growth, they have a culture of being responsive to technology in supporting work in the office, as a social generation, millennial employees tend to have a social generation that does not hesitate to share what they do on social media, sales promotions are mostly done on social media such as Instagram, TikTok, and YouTube. Dare to take challenges, and new things. The millennial division has enthusiasm and provides creative ideas for the company.

## **2. Operational CRM**

Operational CRM focuses more on automating the way companies interact with customers. Automation according to KBBI is the replacement of human power with machine power that automatically performs and organizes work so that it no longer requires human power. In this case, PT Kereta Api Pariwisata also automates several things, namely marketing automation and service automation.

### **a. Marketing Automation**

PT Kereta Api Pariwisata has utilized technology in the marketing process carried out. Using software, making it easier for companies to explore customer data and communicate and offer to potential customers. Marketing automation carried out by PT Kereta Api Pariwisata is to interact with potential customers via social media through posts, or the 15-second story feature owned by Instagram. The marketing strategy carried out by PT Kereta Api Pariwisata uses a promotional mix, namely advertising, sales promotion, public relations, and personal selling. In advertising, PT Kereta Api Pariwisata places pop-up ads on Instagram. Sales promotion using social media (Instagram, TikTok, official website, email) holding exhibitions. Public relations strategy through social activities by carrying out charity activities on big days.

### **b. Service Automation**

With the support of service automation, the company can carry out its customer service function well. In addition to using direct face-to-face services, PT Kereta Api Pariwisata also provides online services. If customers want to order tickets directly, they can come to the tourism

counter at Gambir Station. For online services, PT Kereta Api Pariwisata uses the contact center and the official website of PT Kawisata, and social media Instagram.

### **3. Analytical CRM**

Analytical CRM is used by companies to fully access their customer data to increase the company's value. This system is developed based on information about customers. Everything related to the collection, storage, processing and use of customer data information is the most expensive element owned by a company to build a Customer Relationship Management (CRM) strategy. PT Kereta Api Pariwisata has used this technology as a form of service to customers, namely a customer database. This database is obtained from the registration form filled out by prospective passengers of the tourist train. Only PT Kereta Api Pariwisata can find out detailed information about its customers. Thus increasing the possibility of carrying out customer programs as an implementation of a deeper and more personal CRM strategy.

The implementation of CRM at PT Kereta Api Pariwisata has several impacts, including making it easier to identify customers, to find out information from customers who use the company's service products. So that it will create maximum service, create more personal and more targeted programs and the company can determine what form of promotion and communication is suitable for new and old customers, and help develop relationships with customers. For example, at the tourism talks event, the audience is free to ask anything about services, products, or other information that can be asked in real time and reliably. This can also build public trust to buy tourism products.

The programs that have been created every month do not always run smoothly and in accordance with the company's vision and mission. There are various obstacles in its implementation. The obstacles faced are not only from internal factors. External factors are also one of the obstacles that are present in the midst of the company. The obstacles start from the lack of qualified human resources and in accordance with the company's criteria. Customer data can be entered into the company database, but for handling and conducting marketing segmentation, PT Kereta Api Pariwisata is still looking for the best solution to process the customer data that the company has. Marketing segmentation can be done, but it cannot be done in depth. Experts are needed who can process passenger manifest data professionally. So that the CRM target program can be better controlled. And external obstacles with the current state of Indonesia in the midst of the Covid-19 pandemic, PT Kereta Api Pariwisata as a subsidiary of PT Kereta Api Indonesia must follow the policies taken by the government in implementing travel restrictions. Kereta Wisata is a train that is commercialized for travel. The emergency PPKM imposed by the government from 3-20 July 2021 has caused PT Kereta Api Pariwisata to temporarily cancel travel and sales. This external obstacle is one of the

biggest obstacles that PT Kereta Api Pariwisata has ever faced throughout the history of this company.

Based on the results of the author's research on the customer relationship management program by PT Kereta Api Pariwisata, it has been implemented quite well and smoothly. However, there are still some things that can be improved from the obstacles that have been written above, including:

1. The creation of a new questionnaire that is more structured and in accordance with the service dimensions so that the company can create new programs that are more attractive to customers, in addition, with a new, more detailed questionnaire, the company can find out what services are needed by customers, considering that customers who use the Tourist Train change, the results of this questionnaire can also improve the quality of service that is still felt to be lacking by customers.
2. Creating attractive tour packages using tourist trains as the main accommodation to destinations targeting the youth market.
3. PT Kereta Api Pariwisata would be much better if it had a Customer Relation Officer (CRO) division as a special unit to analyze the company's database so that marketing can be carried out in a targeted and targeted manner so that sales can reach targets and increase company profits.

## **CONCLUSION**

Customer Relationship Management (CRM) implemented by PT Kereta Api Pariwisata is to strengthen the relationship between the company and customers so that customers do not turn to competitors. Given that until now PT Kereta Api Pariwisata has not had a comparable competitor in its class. The CRM program that has been implemented by PT Kereta Api Pariwisata is:

1. Continuing marketing, PT Kereta Api Pariwisata does not yet have a special membership card for either the FIT or charter pattern.
2. One to one marketing, giving gifts on special days such as Valentine's Day, Mother's Day, Chinese New Year, and Eid.
3. Partnering marketing, PT Kereta Api Pariwisata has collaborated with several companies such as TRAC, and White Horse to meet customer needs.

CRM is one of the means to establish a good relationship between the company and the customer. By utilizing CRM, the company can find out what the customer expects and needs so that an emotional bond will be created that can create a close and open business relationship with appropriate communication that can be carried out in two directions. In addition to having a CRM program, PT Kereta Api Pariwisata has implemented 3 customer relationship management strategies, namely:

1. Strategic CRM, to build a company designed to create and deliver maximum and better customer values than competitors, PT Kereta Api

Pariwisata has implemented an organizational culture, and separate customer service from the marketing department.

2. Operational CRM, PT Kereta Api Pariwisata has implemented some of its tasks using automation. The automation implemented is service automation and marketing automation.
3. Analytical CRM, PT Kereta Api Pariwisata has implemented customer data storage in the company's manifest system, this data is obtained when customers fill in their personal data to make a purchase.

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