

Analysis of the Implementation of Customer Relationship in an Effort to Increase Customer Loyalty at PT Indo Moda Raya

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Abstract

This study aims to analyze the implementation of Customer Relationship Management (CRM) to increase customer loyalty at PT Indo Moda Raya, a loading and unloading/cargo handling service company that supports smooth logistics distribution. However, customer relationship management still runs conventionally due to the lack of a CRM system and *Standard Operating Procedures*. Formally documented CRM Standard Operating Procedure (SOP). This study used a qualitative, descriptive method. Data were collected through field observations, semi-structured interviews with internal company stakeholders and key customers, and documentation. Data analysis was conducted using thematic analysis through coding, theme identification, analytical narrative development, and conclusion drawing, with validity tested through source and technique triangulation. The results of the study indicate that PT Indo Moda Raya can provide satisfactory loading and unloading services, particularly in terms of punctuality, security of goods, and professionalism of the workforce, thereby building customer satisfaction and trust. However, the CRM implementation is not optimal, especially in communication (including delays in schedule change information), and customer data management remains manual and fragmented, hindering more proactive, data-driven services. Therefore, the study recommends developing written CRM Standard Operating Procedures (SOPs), strengthening operational communication protocols, and implementing integrated customer data management to enhance customer loyalty and the company's business sustainability.

Keywords: Customer Relationship Management, Customer Loyalty, Service Quality, Logistics Services, SOP.

A. INTRODUCTION

PT Indo Moda Raya, formerly operating under the name PT Indra Langgeng Jaya, serves as a vital pillar in the logistics supply chain within the industrial hub of Gresik, East Java, specializing in loading and unloading services such as stevedoring, cargodoring, and receiving and delivery. The company's recent rebranding was not merely an administrative change but a strategic statement of commitment to renewing its corporate identity amidst increasingly fierce competition in the service industry. Within the logistics ecosystem, a company's success is no longer measured solely by the technical ability to move goods, but rather by its capacity to manage relationships with stakeholders. This aligns with the premise that effective relationship management is the primary foundation for creating sustainable customer loyalty, which ultimately serves as a buffer for the company against market fluctuations (Wulandari & Rahmi, 2025).

Despite its strategic role in industrial distribution, PT Indo Moda Raya currently faces significant challenges regarding the modernization of its Customer Relationship Management (CRM) practices. Based on in-depth observations, CRM practices at this company are still conducted conventionally, where interactions with clients rely heavily on the personal initiatives of staff through informal communication channels such as WhatsApp and private phone calls. Furthermore, data regarding customer engagement history and complaint handling are still recorded manually and segmented across different departments. In reality, structured customer relationship management is essential for managing data systematically to ensure that client satisfaction remains at the highest level (Hasan &

Akbar, 2025). The absence of formal and documented CRM Standard Operating Procedures (SOPs) causes the delivery of information regarding operational schedules or field obstacles to be reactive, which in turn can slowly erode customer trust.

The gap between field practices and management theory creates a significant business risk, particularly concerning the high level of dependence on a single key customer, PT Wilmar Nabati Indonesia. Dependence on a single client creates financial vulnerability, if an internal policy change or a decrease in production volume occurs on the client's side, the revenue stability of PT Indo Moda Raya is immediately threatened. An appropriate CRM strategy should be able to act as an instrument to expand the database and strengthen customer trust so that the company holds a stronger bargaining position and is not vulnerable to policy changes from a single party (Wijaya et al., 2025). Without a mature loyalty evaluation system supported by accurate data, the company will continue to face difficulties in detecting potential customer dissatisfaction early, which is a vital element in maintaining market share in the future (Ramadhan & Yeni, 2026).

Operationally, PT Indo Moda Raya actually possesses strong capital in the form of a solid performance reputation, particularly in aspects of punctuality and cargo security. Customer trust is often born from the consistency of service quality experienced directly during the loading and unloading process (Wijaya et al., 2025). The company implements strict field supervision, ranging from inspecting heavy equipment readiness to coordination between supervisors and checkers to minimize the risk of cargo damage. However, this technical excellence loses its strategic value if it is not accompanied by a proactive customer interaction strategy. Effective CRM implementation acts as a bridge between technical brilliance in the field and the customer's emotional need to feel valued, prioritized, and provided with transparent information (Baihaki & Sari, 2025).

In the context of modern logistics competition, companies can no longer rely on work patterns based solely on transactional Work Orders (SPK). Companies must be able to provide a personalized and organized customer experience to stay competitive (Lestari & Handoko, 2024). This requires the integration of information between the operational and marketing divisions. For example, data regarding loading speeds in the field recorded by checkers should be accessible in real-time by the marketing manager to be used as periodic performance reports for the customer. By transforming operational data into value-added reports, the company can shift customer perception from being just a service vendor to a strategic partner. Systematic CRM strengthening is expected to transform conventional relationship patterns into more robust strategic partnerships based on information transparency (Lestari & Handoko, 2024).

Ultimately, the transformation toward modern customer relationship management at PT Indo Moda Raya requires a comprehensive organizational commitment, from the management level down to the field staff. By adopting more standardized CRM principles, the company can not only maintain the loyalty of PT Wilmar Nabati Indonesia but also have a greater opportunity to diversify its customer base and reduce dependency risks (Ramadhan & Yeni, 2026). The integration of established operational quality with sophisticated CRM information systems will be the key for PT Indo Moda Raya to maintain its business sustainability and increase its competitiveness amidst the ever-changing dynamics of the logistics industry. Through this approach, customer loyalty is no longer viewed as a byproduct of operations but as a strategic asset that must be managed, measured, and developed continuously.

CUSTOMER INTERACTION PRACTICES AND CRM CONTEXT

Customer relationship management at PT Indo Moda Raya has historically relied on direct communication and long-established collaborative practices, where interactions are woven into the daily fabric of loading, unloading, and shipping activities. While these interactions occur routinely, before, during, and after the completion of a job, they remain heavily dependent on informal communication channels such as telephone calls and WhatsApp. Although face-to-face meetings are conducted for critical issues, the lack of an integrated Customer Relationship Management (CRM) system or formally documented Standard Operating Procedures (SOPs) creates a structural vulnerability in the company's service delivery. In such a conventional framework, the recording of customer data, engagement history, service requests, and complaints is performed manually and in a fragmented manner, often leaving vital information trapped in verbal exchanges between staff. This fragmentation makes it difficult for the company to track customer needs rapidly or conduct ongoing service evaluations. The implementation of a systematic CRM is essential for enhancing service quality and fostering customer loyalty, as it allows companies to move beyond transactional interactions toward a more data-driven and personalized service model (Suwandi et al., 2023).

In the high-pressure and dynamic environment of logistics operations, these systemic limitations directly impact the consistency and reliability of information delivery. The current reactive nature of communication has led to instances where customers receive late notifications regarding operational schedule changes, which subsequently disrupts their distribution planning and creates unnecessary uncertainty. This phenomenon underscores the critical need for a standardized communication mechanism that ensures all clients receive timely, accurate, and consistent information, especially when shifting field conditions necessitate schedule adjustments or resource realignment. Without a formalized CRM framework to centralize and automate these updates, the company risks damaging the trust it has built through its technical performance. A well implemented CRM serves as a strategic tool to bridge these communication gaps, ensuring that every customer touchpoint is handled with professional consistency (Suwandi et al., 2023). By transitioning from fragmented manual records to an integrated system, PT Indo Moda Raya can transform its operational responsiveness into a proactive service advantage, ultimately securing a more stable and loyal customer base in the competitive Gresik industrial sector.

MANAGERIAL IMPLICATIONS: DIRECTION FOR CRM SOP DEVELOPMENT

The unique characteristics of a stevedoring service provider, which inherently relies on extreme punctuality, product security, and precise field coordination, necessitate a transition from purely personal relationship management to a framework built upon clear, standardized work procedures. Strengthening Customer Relationship Management (CRM) through formalized Standard Operating Procedures (SOPs) is essential for PT Indo Moda Raya to maintain service consistency, reduce organizational reliance on specific individuals, and accelerate the response time to evolving customer needs. These SOPs serve as vital guidelines that preserve the integrity of critical information and service standards, ensuring continuity even during personnel turnovers or volatile changes in work conditions. This strategic shift who posits that a consolidated CRM framework serves as the fundamental basis for aligning organizational processes with customer expectations, thereby directly influencing the transition from mere satisfaction to long-term loyalty (Li, 2023).

In practical terms, the development of these CRM SOPs must be directed toward four core components that transform raw data into a strategic asset. The first component involves centralized customer data collection, which integrates customer identities, key personnel contact information, preferred service types, and a comprehensive history of collaboration. The second component focuses on operational communication protocols, establishing clear schedule confirmation flows, official communication channels, and standardized response times for field adjustments. Third, a formalized complaint-handling procedure must be instituted to ensure that every grievance is recorded, classified, and followed up through a documented closure process. Finally, regular customer satisfaction evaluations, conducted through structured feedback, service visits, or formal communication forums are necessary to identify precise areas for improvement. Li (2023) emphasizes that such a systematic approach is crucial because a consolidated CRM framework provides the necessary structure to turn service interactions into measurable drivers of customer loyalty (Li, 2023).

The implementation of these systematic components will reach its full potential only if accompanied by a clear division of roles between marketing and operational functions, supported by the adoption of digital record-keeping tools as a foundational step. By centralizing the customer database and making it accessible to relevant internal parties, PT Indo Moda Raya can ensure that its high quality operational services already a recognized strength are reinforced by professional and data driven relationship management. This evolution from conventional habits to a standardized CRM framework allows the company to move beyond transactional excellence toward a more sustainable and resilient business model.) The synergy between integrated CRM processes and service delivery is the key to building a consolidated framework that ensures the company's business sustainability in a competitive market by fostering deep-seated customer loyalty (Li, 2023).

B. LITERATURE REVIEW

Customer Relationship Management (CRM)

Customer Relationship Management (CRM) is far more than a mere technological tool or a database of contacts, it represents a comprehensive business philosophy and a core corporate strategy that positions the customer at the center of all organizational activities. CRM is a strategic process designed to build and maintain long-term, mutually beneficial relationships between companies and customers by developing a profound understanding of their specific needs and preferences (Kotler & Keller, 2016). In the modern business landscape, this approach is essential for shifting the corporate focus from a purely transactional mindset to a relational one, where every

interaction is viewed as an opportunity to strengthen the bond between the service provider and the client. A structured and well-managed customer relationship system is critical for systematic data management, ensuring that every piece of client information is utilized effectively to guarantee high levels of satisfaction (Hasan & Akbar, 2025).

The implementation of CRM serves as a strategic bridge that connects a company's operational capabilities with the emotional and professional expectations of its clients. In competitive sectors like logistics, the ability to foster deep-seated trust and commitment is what distinguishes a market leader from a temporary vendor. An effective CRM strategy is the primary foundation for building sustainable customer loyalty, acting as a shield against market volatility and intense competition (Wulandari & Rahmi, 2025). By integrating organized processes and consistent communication, CRM allows companies to move beyond basic service delivery toward creating a personalized experience that resonates with the client's long-term business goals. Therefore, for an organization like PT Indo Moda Raya, adopting these theoretical principles means transforming fragmented, conventional interactions into a consolidated framework that ensures business sustainability through the cultivation of a loyal and satisfied customer base.

Customer Loyalty

Customer loyalty represents a profound psychological and behavioral commitment from a customer to consistently repurchase or utilize a company's services in the future, regardless of situational influences or competitive marketing efforts. This loyalty manifests through measurable indicators such as high retention rates, frequent repeat purchases, and the active recommendation of the service to others (Griffin, 2005). In the industrial context, loyalty transcends mere satisfaction as it reflects a deep-seated trust that the service provider will continue to deliver value that meets the client's evolving operational demands. Managing this loyalty requires a systematic approach where the company must not only meet technical standards but also nurture the professional bond through a structured relationship management system (Hasan & Akbar, 2025).

Building customer loyalty is an iterative process that relies heavily on the quality of every interaction between the company and its stakeholders. In service-heavy industries like logistics and stevedoring, loyalty acts as a strategic asset that stabilizes revenue and reduces the costs associated with acquiring new clients. A well-executed Customer Relationship Management (CRM) strategy is fundamental in driving this loyalty as it allows the company to identify and cater to the specific preferences of each client, thereby making the service indispensable to the customer's own business success (Agnes & Pasaribu, 2024). Consequently, for PT Indo Moda Raya, achieving high levels of loyalty means moving beyond the basic completion of work orders and transitioning into a role as a strategic partner where consistent reliability and proactive communication turn one-time users into long-term advocates for the brand (Hasan & Akbar, 2025).

Relationship Marketing

Relationship marketing is a strategic marketing approach that shifts the focus from individual transactions to the long-term cultivation of enduring partnerships. This strategy prioritizes efforts to attract, maintain, and strengthen deep-rooted relationships with existing customers based on the principle that retaining a loyal client is significantly more cost-effective than the continuous pursuit of new ones. In an industrial service environment, this approach requires a shift in organizational culture where every employee is viewed as a contributor to the customer's value chain. The core objective is to create a symbiotic bond where the customer feels that their specific operational goals are understood and prioritized by the service provider (Hasan & Akbar, 2025).

The implementation of relationship marketing is increasingly vital in highly competitive sectors where services can often become commoditized. By utilizing a Customer Relationship Management (CRM) approach, companies can transform standard service delivery into a personalized experience that fosters high switching costs for the client. Maintaining customer loyalty through this structured approach ensures that the company remains the preferred choice even when faced with aggressive market competition. For a logistics-based firm, relationship marketing serves as the bridge that converts occasional service users into strategic partners who are less likely to defect to competitors (Sevira et al., 2025). Ultimately, the success of this strategy relies on consistent communication and the ability to deliver value that evolves alongside the customer's business needs.

Quality of Service

Service quality serves as an essential pillar in the creation of customer satisfaction and long-term loyalty, particularly in the industrial service sector. The SERVQUAL model provides a

comprehensive framework for measuring this quality through five main dimensions, tangibles, reliability, responsiveness, assurance, and empathy. In the context of loading and unloading services, these dimensions translate into the readiness of heavy equipment, the accuracy of loading schedules, the speed of handling operational obstacles, the professional competence of field staff, and the company's ability to understand the unique logistical constraints of its clients. Ensuring that service standards are consistently met across these dimensions is vital for fostering a sense of security and trust within the customer (Hasan & Akbar, 2025).

Extensive empirical research has consistently demonstrated that the synergy between CRM and high service quality significantly impacts customer loyalty, functioning both directly and through the mediating roles of customer satisfaction and trust. When a company successfully integrates a structured relationship management system with superior service delivery, it creates a powerful value proposition that is difficult for competitors to displace. In the digital and industrial era, CRM acts as the primary engine that drives satisfaction, which in turn acts as the catalyst for long-term loyalty (Maulida et al., 2024).

This research distinguishes itself as a qualitative inquiry that prioritizes the analysis of CRM Standard Operating Procedures (SOPs) within a logistics service company characterized by a high level of dependence on key clients. By focusing on the structural and procedural aspects of relationship management, this study aims to provide a roadmap for maintaining service excellence while mitigating the risks associated with client concentration. A formalized CRM framework ensures that the high quality of service already provided by the company is not just a result of individual effort, but a sustainable organizational output that consistently builds customer trust (Hasan & Akbar, 2025).

C. METHODOLOGY

This study employs a qualitative descriptive method designed to gain an in-depth and nuanced understanding of the implementation of Customer Relationship Management (CRM) at PT Indo Moda Raya. By utilizing this approach, the research transcends mere statistical data, focusing instead on the complexities of human interaction, organizational behaviors, and the intricate processes within the company's specific operational context (Sugiyono, 2022). This method allows the researcher to capture the "how" and "why" behind the company's current relationship strategies, providing a rich, contextual narrative that quantitative measures might overlook. The research was strategically conducted at PT Indo Moda Raya's headquarters in Gresik, East Java, a location that serves as a critical hub for maritime and logistics activities, thereby offering a representative environment for studying business to business (B2B) relationship dynamics in the stevedoring industry.

The unit of analysis for this research was carefully selected to incorporate a multidimensional perspective, involving both internal and external stakeholders to ensure a holistic view of the company's relationship ecosystem. Internally, the study engaged key personnel, including marketing managers, operational managers, and field staff, to understand the strategic intent and technical execution of CRM procedures. Externally, perspectives were gathered from primary customers, such as representatives from PT Wilmar Nabati Indonesia, to validate the perceived value and effectiveness of the services provided. By integrating these diverse viewpoints, the study achieves a comprehensive triangulation of data, allowing for a deeper exploration of how internal Standard Operating Procedures (SOPs) align with customer expectations and long-term loyalty objectives.

The research was conducted through a systematic process divided into four primary stages:

1. Preparation Stage

This initial phase involved an extensive preliminary study to identify the research gap regarding the manual and fragmented CRM practices currently utilized by the company. Based on these observations, the research objectives were formulated to focus on the necessity of standardized operating procedures in enhancing customer loyalty. This stage ensured that the study was grounded in a clear problem statement, providing a strategic roadmap for the subsequent investigative activities.

2. Data Collection Stage

Primary data were gathered through semi-structured interviews and direct field observations to capture the nuances of staff-customer interactions and operational workflows. These efforts were supplemented by the collection of secondary data from corporate archives, including historical complaint logs and formal collaboration reports. By utilizing multiple data sources, the researcher established a comprehensive empirical baseline that reflects both the internal management perspective and the actual service experience.

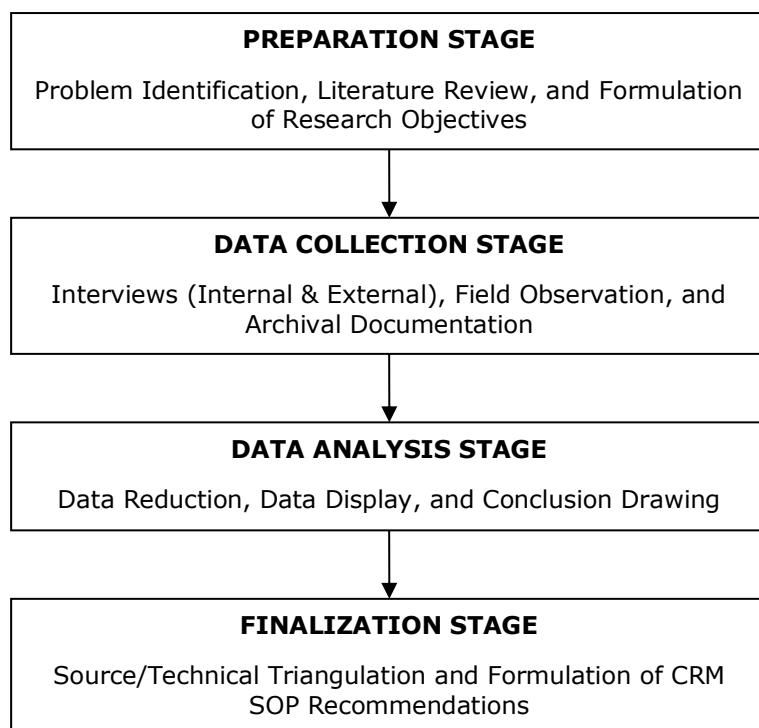
3. Data Analysis Stage

The study utilized the Miles and Huberman model to systematically process the large volume of qualitative information collected. The process began with data reduction to filter out irrelevant details, followed by data display to organize the findings into clear narratives and comparative tables. Finally, conclusion drawing and verification were performed to identify recurring patterns that explain the relationship between CRM implementation and long-term customer retention.

4. Finalization Stage

To ensure the integrity of the results, the findings underwent a rigorous validation process through source and technical triangulation. This involved cross-referencing information between different informants and comparing interview statements with observed field practices to eliminate individual biases. The stage concluded with the formulation of grounded recommendations that serve as a practical guide for PT Indo Moda Raya to transition toward a more structured and professional CRM framework.

The following research flow diagram illustrates these stages:



D. RESULT AND DISCUSSION

Based on field observations, in-depth interviews with internal company personnel, and supporting documentation, it was found that PT Indo Moda Raya's customers are generally satisfied with the loading and unloading services provided. Customer satisfaction is primarily demonstrated by the punctuality of loading and unloading operations, the security of goods, and the professionalism of the field workforce.

One major customer reported that goods handled by PT Indo Moda Raya generally arrive on schedule and in good condition, fostering a sense of security and trust that fosters continued collaboration. Observations showed that before loading and unloading, field staff inspected heavy equipment, coordinated with other departments, and received direct supervision from operational supervisors to minimize the risk of errors and damage to goods.

In terms of human resources, PT Indo Moda Raya's workforce is considered competent and professional in carrying out their duties. Management explained that the company regularly conducts operational and technical briefings to ensure all activities are carried out in accordance with procedures. This professionalism of the workforce is a crucial factor in supporting customer satisfaction and the sustainability of long-term partnerships.

However, the research also identified several weaknesses in the implementation of Customer Relationship Management (CRM), particularly in communication and customer data management. Several customers reported that information about operational schedule changes was sometimes

received late, disrupting distribution planning. This was because information was still delivered manually via phone or text message, without a standardized communication system.

Furthermore, customer data management at PT Indo Moda Raya remains rudimentary and unintegrated. Customer data, customer history, and complaints are not stored in a centralized system, making it difficult for the company to conduct ongoing service evaluations.

Based on the interviews and observations, it can be concluded that PT Indo Moda Raya does not yet have a formally documented Standard Operating Procedure (SOP) for Customer Relationship Management (CRM). CRM implementation remains informal and dependent on individual employees' work habits, making it neither systematic nor structured.

The validity of the data in this study was strengthened through triangulation of sources and techniques, namely by comparing the results of interviews with managers, staff, and customers with those of field observations and company documentation.

Timeliness and Security of Goods

Most customers emphasized that timeliness and safety of goods were the most critical indicators in assessing service quality. One key customer stated:

"Our goods always arrive on schedule and in good condition, so we feel safe and confident to continue using PT Indo Moda Raya's services."

These customer statements indicate that timeliness and security of goods play a significant role in building customer trust in a company. Timeliness reflects reliability (*reliability*) services, while product security demonstrates a company's ability to maintain the quality of its operational processes. The trust built from consistent service experiences is an essential foundation for a sustainable working relationship between customers and the company.

Field observations show that field staff routinely check heavy equipment, loading and unloading procedures, and coordinate with operational supervisors before each activity. This process ensures that loading and unloading activities are carried out smoothly. If runs smoothly, the risk of damage to goods is minimized, and the quality of service is maintained according to customer expectations.

In the context of the stevedoring industry, this consistent operational performance serves as a vital form of capital for building long-term partnerships. The synergy between field technicality and customer perception creates a sense of security that effectively locks in customer commitment, even in a competitive logistics landscape. As evidenced by the prolonged cooperation with PT Wilmar Nabati Indonesia, reliability and safety are the primary drivers that turn a standard service into a trusted partnership. Meeting such technical expectations is the first critical step in nurturing a professional bond through a structured relationship management system (Hasan & Akbar, 2025).

However, the findings also suggest that while the hard aspects of service quality, such as equipment readiness and cargo safety are well-managed, they must be supported by soft infrastructure in the form of standardized information flow. Trust earned in the field can be easily jeopardized if operational successes are not communicated through formal and proactive channels. Therefore, for PT Indo Moda Raya, maintaining this level of timeliness and security must evolve from being a result of individual field diligence into a standardized organizational output. Implementing a consolidated CRM framework will ensure that these operational strengths are documented and utilized as a strategic tool to further strengthen customer loyalty and mitigate the risks of client concentration ((Li, 2023)).

Professionalism of the Workforce

IMR's field staff and administrative staff were deemed professional, competent, and responsive to customer needs. The operations manager explained that the company regularly conducts daily operational briefings and technical training to ensure consistent, efficient procedures. The customer added:

"The staff is professional, understands procedures, and is easy to communicate with when problems arise, making the experience of using IMR services comfortable and reliable."

This quote indicates that the professionalism of the workforce significantly contributes to positive customer perceptions of service quality. Staff members' ability to understand procedures and communicate effectively creates a sense of security and comfort for customers. This demonstrates that quality human resources are a strategic asset in providing competitive loading and unloading services.

The professionalism of this staff aligns with the assurance dimension of the SERVQUAL model, which emphasizes assurance and trust as the primary factors in customer satisfaction with services.

In the context of the stevedoring industry, where operational risks are high, the technical competence and interpersonal skills of the workforce act as a critical differentiator. This professionalism ensures that complex procedures, such as cargo handling and heavy equipment operation, are executed with precision, thereby reducing the likelihood of errors that could lead to financial losses for the client. The ability of administrative and field staff to remain responsive and easy to communicate with, even under pressure further strengthens the relational bond between PT Indo Moda Raya and its customers. A structured relationship management system is most effective when supported by human resources who can translate organizational data into high quality, personalized service (Hasan & Akbar, 2025).

Furthermore, the role of human resources at PT Indo Moda Raya goes beyond technical execution, it serves as a primary touchpoint for building long-term loyalty. When staff members demonstrate a profound understanding of procedures and maintain transparency during problem-solving, they actively lower the customer's perceived risk. This alignment of expertise and attitude ensures that the customer feels valued and prioritized, which is a fundamental requirement for shifting from a transactional relationship to a strategic partnership. Maintaining customer loyalty through a CRM approach is heavily dependent on the staff's ability to provide a consistent and reliable service experience that meets the evolving needs of the client (Sevira et al., 2025). Consequently, the continued investment in staff training and standardized communication protocols will be essential for PT Indo Moda Raya to sustain its competitive edge and ensure that its workforce remains a strategic asset for business sustainability (Hasan & Akbar, 2025).

A. Communication and Coordination Limitations

Despite smooth operations, the study found weaknesses in communicating of schedule changes and operational information. Several customers stated:

"Information about schedule changes sometimes reaches us late, disrupting distribution planning and creating uncertainty."

These customer statements demonstrate a communication gap between the company and its customers. Delayed information affects customer distribution planning and may lower customer satisfaction and trust. This indicates that, despite good operational quality, communication still requires improvement to make the service more responsive and proactive.

Field observations indicate that schedule change notifications are still handled manually via phone or text. This reactive communication system means customers don't always receive information quickly and accurately, so the company needs to improve interactions to make them more proactive, consistent, and reliable.

The limitations in communication and coordination at PT Indo Moda Raya highlight a critical disconnect between high-quality field execution and the administrative delivery of information. When customers experience delays in receiving operational updates, it creates a "bottleneck" that disrupts their internal supply chain management, leading to inefficiencies that extend far beyond the loading dock. This reactive communication pattern suggests that the company's current reliance on informal, manual channels, such as individual WhatsApp messages and phone calls, lacks the structural robustness needed to handle the dynamic nature of logistics. A structured relationship management system is essential to ensure that information is not only accurate but also delivered in real-time to maintain the highest level of client satisfaction (Hasan & Akbar, 2025).

Furthermore, the absence of standardized communication protocols increases the risk of human error and information silos, where vital updates might be known by field staff but not relayed promptly to the customer's decision makers. To bridge this gap, the company must transition from a reactive model to a proactive one by establishing clear Standard Operating Procedures (SOPs) for information flow. By formalizing these channels, PT Indo Moda Raya can ensure that every schedule adjustment is communicated through a verified official protocol, thereby restoring certainty and reinforcing customer trust. As emphasized by Suwandi, Mutohar, and Suijianto (2023), the implementation of systematic CRM is a strategic necessity for enhancing service quality, as it transforms fragmented interactions into a professional and reliable service experience (Suwandi et al., 2023). Ultimately, aligning technical excellence with a proactive communication strategy will be the key to securing long-term loyalty and mitigating the frustrations caused by current systemic limitations.

Customer Data Management

Customer data is currently stored manually and fragmented across Excel files and notebooks. The Business Manager stated:

"We don't have an integrated CRM system yet. All data is still recorded manually, making it difficult to track customer complaints and needs quickly."

This situation demonstrates that limitations in customer data management systems hinder companies from building long-term customer relationships. Without an integrated CRM system, companies struggle to analyze customer history, systematically manage complaints, and provide more personalized service.

The lack of systematic data management makes companies reactive to customer problems, rather than proactive, as recommended in the Relationship Marketing strategy.

The research results show that PT Indo Moda Raya has provided loading and unloading services that meet customer expectations. Customer satisfaction is primarily determined by the punctuality of loading and unloading operations, the security of goods, and the professionalism of the field workforce. These factors are the main drivers of customer loyalty to the company.

These findings confirm that operational service quality plays a crucial role in building long-term relationships between companies and customers. Timely and secure delivery of goods instills confidence and enhances customer trust, while the professionalism of the workforce creates a positive service experience. This aligns with the concept of service quality, which emphasizes reliability, assurance, and responsiveness as key factors in shaping customer satisfaction and loyalty.

The study reveals that customer data management at PT Indo Moda Raya is currently characterized by manual processes and fragmentation across Excel files and notebooks. As stated by the Business Manager, the absence of an integrated CRM system makes it difficult to track customer complaints and needs quickly, highlighting a significant structural gap in the company's administrative operations. This situation demonstrates that limitations in data management systems hinder the company from building deep-rooted, long-term relationships. Without a centralized repository, the company struggles to analyze customer history or manage grievances systematically, which prevents the delivery of more personalized services. This lack of systematic data management forces the company to remain reactive rather than proactive. In the modern business landscape, CRM must function as an integrated strategy for creating consistent communication and data-driven decision-making (Lestari & Handoko, 2024).

Despite these administrative hurdles, PT Indo Moda Raya has successfully provided loading and unloading services that meet technical expectations, where satisfaction is primarily driven by punctuality, cargo security, and workforce professionalism. These operational factors are the main drivers of current customer loyalty. These findings confirm that while operational quality is the bedrock of trust, it must be reinforced by a professional relationship framework. Strategic CRM implementation plays a crucial role in strengthening these bonds by ensuring that communication and data management are fully integrated (Wijaya et al., 2025). High service quality should not be viewed as the end goal but rather as the foundation for a more strategic CRM approach, shifting the relationship from a transactional nature to a sustainable, relational one (Baihaki & Sari, 2025).

However, the research results indicate that CRM implementation at PT Indo Moda Raya has not yet reached its optimal potential. The company lacks formally documented CRM Standard Operating Procedures (SOPs), resulting in a conventional and unintegrated approach to relationship management. This condition aligns with the observation that unstructured CRM implementation can limit a company's ability to maximize loyalty, even when technical service quality is high. In the digital and industrial era, CRM acts as the primary engine that drives satisfaction, which in turn acts as the catalyst for long-term loyalty (Maulida et al., 2024). Without an integrated system, the company risks missing opportunities to leverage customer data for strategic decision-making, such as service development and long-term retention.

Based on the researcher's analysis, PT Indo Moda Raya is currently in the early stages of CRM maturity, where the primary focus remains heavily tilted toward operational excellence. Strengthening CRM through formalized SOPs and centralized data management is an urgent necessity for the company to remain competitive in the logistics industry. By transitioning toward a more structured CRM framework, the company can ensure that its high operational performance is matched by a sophisticated relationship strategy. This synergy will not only improve communication effectiveness but also support the overall sustainability and future development of the company's business by fostering deep-seated customer loyalty (Wijaya et al., 2025).

Furthermore, the findings suggest that the integration of digital-based CRM is no longer an option but a necessity in maintaining market position. In the current digital age, CRM analysis serves as a critical tool for enhancing customer loyalty by ensuring that every interaction is recorded and analyzed to predict future client needs (Diah et al., 2025). When a company fails to transition from conventional methods to a more systematic digital approach, the gap between operational success and

customer information management widens, potentially leading to missed opportunities in service personalization. Therefore, the adoption of a structured CRM system acts as a mediating variable that bridges the gap between customer satisfaction and repeat purchase intentions, ultimately securing the company's competitive advantage (Alzari, 2025).

The synergy between reliable field performance and a formalized relationship management strategy creates a powerful value proposition that is difficult for competitors to replicate. This research emphasizes that while technical reliability provides the initial foundation for trust, it is the systematic management of the customer relationship that fosters long-term commitment. A well-implemented CRM strategy significantly influences both customer satisfaction and loyalty by transforming fragmented communication into a cohesive and professional service experience (Haryandika & Santra, 2021). Consequently, by formalizing its CRM practices, PT Indo Moda Raya can ensure that its high operational standards are supported by an equally sophisticated administrative framework, leading to sustainable business growth and intensified client retention.

To provide a comprehensive overview of the study's outcomes, the following section synthesizes the qualitative evidence gathered from internal stakeholders and external clients. This synthesis bridges the gap between the company's proven operational strengths and its administrative limitations, offering a holistic perspective on how these factors collectively influence client retention. The resulting table summarizes the core research analysis conducted at PT Indo Moda Raya, categorizing the findings into key thematic areas that define the current state of their customer relationship management.

Table 1. Summary of Research Analysis and Strategic Implications

Key Aspect	Research Findings	Impact on Loyalty	Strategic Recommendations
Operational Excellence	High punctuality and goods security consistently maintained.	Builds foundational trust and high technical satisfaction.	Maintain standards while documenting successes systematically.
CRM Infrastructure	Currently manual, fragmented, and lacks formal SOPs.	Limits proactive service and data-driven decision-making.	Transition to a centralized digital CRM database.
Human Resources	Professional, competent, and responsive in the field.	Enhances customer comfort and service assurance.	Formalize CRM training for all staff levels.
Satisfaction & Retention	Satisfaction is high but remains at a transactional level.	Risks customer defection if competitors offer better integration.	Utilize CRM as a mediator to secure long-term loyalty.

Beyond the technical and administrative aspects, the long term success of PT Indo Moda Raya depends heavily on its ability to adapt to the dynamics of the digital age. A deep CRM analysis indicates that the utilization of customer data is no longer merely a supporting instrument but a strategic tool for predicting future client needs and systematically increasing loyalty. In this era, companies capable of integrating operational data into digital systems will possess a stronger competitive advantage compared to those still relying on conventional methods (Diah et al., 2025). Therefore, digitalizing customer data at PT Indo Moda Raya is a crucial step to ensure that every interaction is recorded accurately for the development of more personalized services.

The relationship between customer satisfaction and loyalty at PT Indo Moda Raya also needs to be strengthened through the role of CRM as a mediating variable. Although customers are currently satisfied with the operational performance in the field, this satisfaction must be locked in with a seamless administrative experience through an integrated system. This is important because satisfaction supported by sound relationship management will significantly increase the customer's intention to continue using the company's services repeatedly. In this context, CRM serves as a bridge ensuring that customer satisfaction transforms into solid loyalty that is not easily shaken by competitors' offers (Alzari, 2025).

Furthermore, the formalization of customer relationship management strategies will have a positive impact on the work effectiveness of both administrative and operational staff. With a structured system, inter-departmental coordination becomes more synchronized, allowing communication barriers, which have been a point of customer feedback to be minimized. This research emphasizes that the influence of CRM on customer satisfaction and loyalty will be optimal if the

company is able to present consistent and professional service across all lines. The synergy between reliable field staff and a proactive information system is the key to creating superior service standards (Haryandika & Santra, 2021).

As a conclusion to the discussion analysis, PT Indo Moda Raya has great potential to dominate the market through operational excellence already recognized by its key customers. However, business sustainability requires a strategic transition from transactional relationship patterns to relational and data-driven ones. By adopting a modern CRM system and establishing clear SOPs, the company can not only retain existing customers but also gain higher bargaining power in attracting new clients within the increasingly competitive logistics industry.

E. CONCLUSIONS

This study shows that PT Indo Moda Raya has provided loading and unloading services that meet customer expectations. Customer satisfaction is primarily achieved through punctual loading and unloading, the security of goods, and the professionalism of the field workforce. These factors form the basis for building customer trust and encouraging long-term cooperative relationships with the company. However, the study's results indicate that the implementation of Customer Relationship Management (CRM) at PT Indo Moda Raya has not been running optimally. The company does not yet have a formally documented CRM system or Standard Operating Procedures (SOPs), so customer relationship management remains conventional and has not been systematically integrated. Weaknesses in CRM implementation are primarily evident in communication and customer data management. The delivery of operational information has not been standardized, while customer data, cooperation history, and customer complaints have not been documented in a centralized system. This condition has the potential to hinder the company from strategically increasing customer loyalty, even though the quality of operational services has been high. Based on the research results, PT Indo Moda Raya is advised to compile and implement a written Standard Operating Procedure (SOP) for Customer Relationship Management (CRM) to ensure customer relationship management runs more systematically, consistently, and with greater focus.

The company also needs to improve its customer communication system, particularly in conveying information regarding schedule changes and operational conditions. Utilizing more structured digital communication media is expected to help customers obtain information quickly, accurately, and uniformly. Furthermore, PT Indo Moda Raya is advised to begin developing an integrated customer data management system, so that customer data, cooperation history, and customer complaints can be appropriately documented and used as a basis for evaluation and service decision-making. Regular service evaluation through customer feedback is also necessary to determine satisfaction levels and as material for future service improvements. Furthermore, improving workforce competency through ongoing technical and service training is essential to maintaining service quality and strengthening long-term customer relationships.

The thesis findings confirm that operational service quality is the company's main strength in maintaining customer satisfaction, especially in loading and unloading punctuality, the security of goods, and the professionalism of the field workforce. On the other hand, the main weaknesses of CRM implementation are seen in two areas: (1) communication and coordination (for example, delays in delivering information on changes in schedules/operational conditions that disrupt customer planning), and (2) customer data management that is still manual and fragmented, making it difficult for the company to track the history of customer needs and design more personalized services based on data. The combination of CRM's operational strengths and weaknesses shows that increasing customer loyalty through core services alone is not enough; it also requires improvements to the communication system, documentation, and CRM SOPs to make interactions more proactive, consistent, and measurable.

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