

# Customer relationship management implementation in the small and medium enterprise

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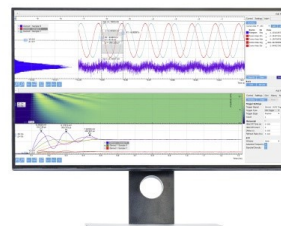
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# Customer Relationship Management Implementation in the Small and Medium Enterprise

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**Abstract.** To win the global competition and sustain the business, small and medium enterprise shall implement a reliable information technology application to support their customer data base, production and sales as well as marketing management. This paper addresses the implementation of Customer Relationship Management (CRM) in small and medium enterprise, CV. Densuko Jaya. It is a small and medium enterprises in Semarang, Central Java, Republic of Indonesia deal with rubber processing industry supply chain. ADDIE model utilized in study to setup the CRM functionality at these enterprises. The aim of the authors is to present the benefits resulting from the application of CRM technologies at these enterprises to solve their chronicle issues in the field of integrated customer data base, production management process and sales automation in order to boost their business in the near future. Training and coaching have been delivered to the enterprises staffs and management to ensure that they can execute the system.

## INTRODUCTION

To win the global competition and sustain the business in a very competitive era, small and medium enterprise shall implement a reliable information technology application to support their customer data base, production and sales as well as marketing management to establish good communication with their customer. Once of the possible information technology application for small and medium enterprise is Customer Relation Management known as CRM. A good CRM (customer relationship management) program that helps company in satisfying the customer, the research study would explore different methods and techniques for establishing effective CRM to satisfy the customers<sup>1</sup>. Customer relationship management defined as a business strategy, it is considered to be strongly related to the principles of relationship marketing and it is based on a solid orientation of the whole organization on clients<sup>2</sup>. In traditional markets, building a strong relationship with customers is the most important to make customers repurchase. A strong relationship is always accompanied by strong trust and strong trust always helps customers to repurchase in the traditional market<sup>3</sup>. Customer relationship management (CRM) consists of guidelines, procedures, processes and strategies which provide organizations the ability to merge customer interactions and also keep track of all customer related information. Technologies are utilized to attract new and profitable customers, retain and strengthen ties with current ones<sup>4</sup>. CRM assumes developing and maintaining long term relationships with strategic clients of the company Customer Relationship Management (CRM) becomes an important business approach. CRM focuses on understanding the needs and desires of the consumer and is achieved by placing these needs at the heart of the business by integrating them with the organization's strategy<sup>5</sup>.

The use of CRM can lead to an improved understanding of the in-forming process in the firm's dealings with its clients, the directionality of customer–firm decision-making, the key decision drivers across deals, and the historical record of the firm's relationship with its customers. One major complexity inherent in understanding the negotiating process is posed by the integrated nature of CRM data. In other words, where did in-forming end and negotiations begin? The answer of course is complex, and these phases necessarily overlap. It isn't unusual to find that the value proposition has morphed extensively from the time of initial discussions until the deal is signed. Some firms tend to treat the entire in-forming and negotiation process as a single phase, giving the sense that it is amorphous and not amenable to clear delineation. This frequently creates a false impression of the inevitability of negotiated outcomes and thereby reduces management's degrees of freedom. The end result will be an improved use of valuable historical

information for establishing competitive strategies and the related programs and policies for retaining and growing the firm's customer base and other elements of the firm's value delivery network<sup>6</sup>.

CRM has begun to mature in the minds of the business world as a crucial strategic tool for maintaining relationships with customers and improving front line staff performance<sup>7</sup>. The e-CRM that finds application in e-commerce and m-CRM that takes advantage of Mobile Devices (Smartphones, Blackberrys, Tablets) to avoid losing customers and business opportunities due to lack of direct and efficient service, reveals the penetration of the CRM philosophy in every facet of business<sup>8</sup>. CRM system is not "just another information tool." If applied properly, CRM programs can contribute exceptional economic value to the company as well as competitive advantage. Implementing CRM systems can enhance an organization's ability to improve customer service, which in turn can generate revenue for the enterprise<sup>9</sup>. CRM as one of information systems in organizations is able to cover and fulfill informative and communicative needs of an organization by combining IT, marketing and services. However 70 percent failure rate for CRM projects is an alarm for organizations to avoid from hasty decision making in order to invest in this system and provide needed infrastructures including IT prior the implement of this tool<sup>10</sup>. Thus, it is truly crucial to understand the business concept of the enterprise both the product, cost, business process and its customers type. By understanding these factors would potentially help the enterprise's owners and management to decide what type of CRM that suits to their need in the way of optimizing sales for business growth. Further, CRM implementation can be viewed as the integration of the use of strategic customer data and a loyalty scheme through the use of IT. Change programs arising from new business processes, such as CRM application, are addressed almost exclusively by the IT function<sup>11</sup>.

Abdullateef et al highly recommend enterprise to it was recommended that to accomplish and enjoy the overall advantages of CRM. However they found that the implementation of CRM faces various problems from different firms, due to the lack of understanding of what it entails. To support this stated view are relevant published marketing and management literatures on the CRM implementations with regard to failure recorded by many organizations which has resulted to huge financial loss in terms of performance and profitability<sup>12</sup>. Thus, an expert in CRM methodology is highly recommended to execute an investigation toward the enterprise's actual needs and synchronize its CRM features. Not all features of CRM is implemented at the particular enterprise. The implementation of CRM at logistic business, CRM enhances the following: customer satisfaction, relationship returns, competitive advantage, number of customers, customer retention rate, collection of analytic assessment to measure customer's value, revenue per customer and influence of order fulfillment<sup>13</sup>. CRM is not an activity limited only to the marketing department. Rather, it involves sustainable integrated improvement in the organization's culture and processes. The customer data is collected to form an integrated knowledge to lead to the activities obtained from the information and chances of the profit market. CRM needs a comprehensive change in the organization and its employees<sup>14</sup>. CRM also has Processes of implementation, which include: CRM design and strategy development, Re-design activities with respect to CRM strategy, Re-engineering work processes and select appropriate software<sup>15</sup>. Improving the flow of customer information across channels provides more consistent customer contact experience to a multi-channel business and enhances performance during these critical customer contact points. It convinced enterprise's management that the CRM implementation Improved ability to target profitable customers<sup>16</sup>. As matter of fact that nowadays marketing becomes more closely aligned to managing strategic relationships – internally and externally – it would be interesting for scholars to examine the conditions under which these networks are effective and those under which they are more likely to perform poorly (from at least some network participants' perspective). It would also be insightful to evaluate the links between internal and external networks – both formal and informal – to better understand the relationship between network linkages and business performance in different situations<sup>18</sup>. Thus, a reliable IT tool shall be implemented at the enterprise for both sales operator and management analysis. The particular tool is designed in a CRM package for enterprise. Customizing CRM can be problematic and interface tools of CRM vendors cannot provide desired levels of integration. CRM system implementation should not take so much as traditional software packages does, but with very large and complex variants it may take even a year. CRM on demand is a good choice for small and medium size enterprise that want to implement standard processes that can use data structures "out of box" with little or not at all internal IT support and does not require complex or real-time integration with back office systems<sup>18</sup>. Empirically based on the implementation factual data that there is an increased probability for companies running CRM software to develop targeted direct and indirect marketing strategies, to be pro-actively internationalized, engaged to second-grade internationalization mode and to develop structured, differentiated, targeted market strategies<sup>19</sup>. The environment of CRM has rapidly changed due the diversity of sales channels with respect to customers. The size of on-line clients has increased explosively along with the diversity of paths for securing customers contact points. The process for building up an event-based CRM can define the event by connecting with

various process, they are definition of event, analysis of event, generating of event rule, matching and executing event rule and management of base of rule. To ensure the implemented CRM would generate lots of benefit for the enterprise, maximizes business profits by pursuing a continuous relationship with customers, is based on an analytical CRM that sets up a marketing strategy by analyzing customer information the CRM shall be setup to meet the enterprise business characteristic<sup>20</sup>. The purpose of this study is to discuss the implementation a CRM technology implementation at one of small and medium enterprises in Semarang Central Java Republic of Indonesia.

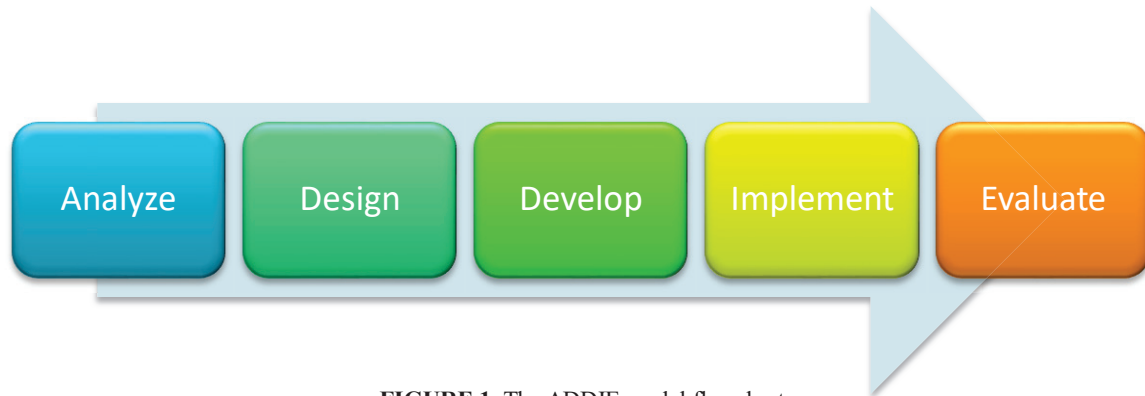
## **SMALL AND MEDIUM ENTERPRISES**

Small and medium enterprises (SMEs) have a crucial role in economic development in Republic of Indonesia. The increasing number of SMEs caused competition becomes increasingly fierce. This made SMEs experiencing more severe challenge to be able to maintain their existence and expand its business. Performance measurement for SMEs is still not well established such as the performance measurement in the big company<sup>21</sup>. Thus, some supports are still very much needed to help them up to maintain their business achievement. More over when it comes of IT implementation that requires a particular skill by an expert. Most SMEs do not afford hire a qualified IT expert to provide, develop and setup an IT management system at their company. In fact that this kind of technology might be helpful for them to reduce their head-cost and increase their business process efficiency. SMEs are being considered as major role players in economies and therefore became an attractive area both for researchers<sup>22</sup> as well as academics for their community service program. Research on outsourcing has been around for several decades. However, its application within small and medium enterprises (SMEs). Current emergence of the cloud computing and related software as a service concept may change the whole situation. However, absence of methodologies, guidelines, and tools that could help organizations with their IT strategies, outsourcing, and management of its ICT services, together with ad-hoc or unsound decisions might generate major complications in terms of quality, usability, integration, and consequently influence the total cost of the service at the firm<sup>23</sup>. Theoretical and empirical studies have shown the necessity to gain and explore the positive outcomes (productivity growth, organization expansion, efficiency, effectiveness, competitiveness, productivity etc.) of technology adoption and implementation in various organizations<sup>24</sup>. SMEs are ideal example that require such implementation to sustain and grow their business in the future. For SMEs they have a desktop computer available with an internet connection as a proof that an IT technology implementation is implemented for their business. Densuko Jaya is one of the ideal example of SMEs in Semarang Central Java Republic of Indonesia. This enterprise deals with rubber industry, they produce any rubber based products for both home and industry with more than 200 product items; from terrace chair mounting until the roller sanding for manufacturer. The enterprise leaded by a local Director with a humble management, one desktop computer with an internet connection, several book keeping to keep tracks their business, telephone and facsimile machine to support the business for the time being. All these years they have no problems although they did not release that they were living in the problems itself. The main problems were they do not have an IT products to manage their communication with their customers from the last of 19 years and they do not have any reliable implemented IT product to keep track their whole communication record between sales, management and customers. Thus, they are not able to do any business analysis for future growth.

## **METHOD**

Business Process Management (BPM) as a systematic managerial approach allows organization's business process to be more effective, more efficient and more capable to adapt to an ever-changing environment. BPM attempts to improve processes continuously with consideration of customer's needs and requirements<sup>25</sup>. In order to formulate the right application in setting up the right CRM features it is important to know how the business process at the enterprise. The ADDIE model has been implemented during the study to implement the community service program. The model consist of five key elements in order to design and decide particular CRM features for Densuko Jaya. Further regarding ADDIE model, they are Analysis, Design, Development, Implementation, and Evaluation) was used in two ways in a Master's level instructional design course, first as a framework for the development of the course and later as a process for the creation of multimedia projects. The ADDIE model presented users with an approach to instructional design that incorporated an iterative process complete with essential steps for the development of an effective course or certain program. Employing the ADDIE model in the development of a program is able to assist developers in instituting a user-centered approach rather than a developer-centered

approach, making the program more applicable and meaningful for users at the firm<sup>26</sup> as described in the Fig. 1. Paired sample T Test using SPSS method was employed to analyze CRM implementation at the enterprise.



**FIGURE 1.** The ADDIE model flowchart

### **Phase 1. Analysis**

During the analysis step, the enterprise's problems identified clearly such as the when the business started? How the enterprise keep contact the customers, keep the customers data, keep the sales and order data, how to track customers' order and delivery, how to maintain contacts with them, what are the tools involved in this process, the goals and objectives of enterprise for the coming years in the term of sales to market the products and whole the areas of customer relationship management. The aims of this step is to portrait the enterprise existing condition when it comes to customer relationship management. Once the whole problems well identified then they could be classified based on the level of urgency to be solved.

### **Phase 2. Design**

The next step is design, it is systematic process of specifying application objectives. Detailed features, functionality, field, layout, form, model, type of report, graphic design, user-interface and content is determined here. Thus, this is a crucial steps on how to decide how the CRM would be looked to support the enterprise's need. A number of concerns are clearly defined at this phase to achieve optimum CRM design and systematic development of the application. By doing this right, the setup and implemented CRM would not frustrate the CRM operator at the SMEs, Densuko Jaya to be exact. Instead they would experience fun way of working in order to optimize the sales automation at the company.

### **Phase 3. Development**

The actual creation (production) of the content and functionality of CRM based on the Design phase is made here. Every single functionality from Feed, Home, Account, Contact, Mailing, Template, Deals, Report, Task and Report setup in this phase. Thus, the previous two phases are very crucial to setup user friendly CRM for SMEs more over if the CRM operator has a medium education level. It requires strong analysis and design to decide the functionality of the CRM without ignoring the purpose of CRM implementation that benefits the company.

### **Phase 4. Implementation**

Implementation phase is a CRM technology implementation, it started from the simulation of the CRM setup features. The plan is put into action and a procedure for training the users and developers is made. CRM training materials are delivered or distributed to the users group at the company. Started from introduction the interface of the application, setup customized field, functionality of each button, work flow and know-how of the CRM. The

training includes the oral presentation to the users, practice on how to use the setup CRM and logging the customer's data to the system.

## Phase 5. Evaluation

The evaluation phase is ongoing process throughout the design and implementation phases. Its aim is to ensure that all stated goals of the customer relation process will meet the actual needs of the company. Another important objective of this phase is to determine on-the-job performance following completion of the CRM setup and implementation, beside to ensure that business process needs are met.

## RESULT AND DISCUSSION

### CRM Framework

Empirically there are minimum requirement for a CRM framework. It consist of four basic elements, they are marketing, sales, orders and support. These four elements shall be implemented consistently in a very good order to generate orders as seen on Fig. 2.



**FIGURE 2.** CRM Framework

Marketing has the following functions run campaign, generate leads, account and contacts, database management, generate promotion and a particular program for example special program for end and new year program, buy 2 and get 1 free, buy 10 with free maintenance for 3 years and other such program to generate leads. The actual application on the CRM application is visible on Fig. 3.



	LEAD NAME	EMAIL	PHONE	LEAD SOURCE	LEAD OWNER
<input type="checkbox"/>	Sriboga Flour Mill	agus.supatno@sriboga-smg.co.id	(024) 355-8373	Pelanggan Langsung	Densuko Jaya
<input type="checkbox"/>	Unza Vitalis	engineering2@unzavitalis.com	(029) 831-3088	Pelanggan Langsung	Densuko Jaya
<input type="checkbox"/>	Ahmad Rozi	ahmad.rozi@gmail.com	(024) 670-7726	Pelanggan Langsung	Densuko Jaya
<input type="checkbox"/>	Agus Nugroho	agusnugroho@mail.unnes.ac.id	024-123456	Partner	Densuko Jaya

Total Count: ###

10 Records Per Page

**FIGURE 3.** Leads field View

Lead field consist of eleven functionality they are Lead Information, Address Information, Description Information, Notes, Attachments, Open Activities, Closed Activities, Invited Events, Email, Campaigns and Social Media. One of the Lead field details is visible in the Fig. 4.

Info  
Timeline  
RELATED LIST  
Notes  
Attachments  
Open Activities  
Closed Activities  
Invited Events  
Emails  
Campaigns  
Social

Ahmad Rozi

Lead Owner: Densuko Jaya  
Email: ahmad.rozi@gmail.com  
Phone: (024) 670-7726  
Mobile: 08122517186  
Lead Status: Hot

Lead Information

Lead Owner: Densuko Jaya  
Lead Name: Ahmad Rozi  
Title: Pemilik  
Phone: (024) 670-7726  
Fax: (024) 670-7726  
Mobile: 08122517186  
Lead Source: Pelanggan Langsung

Industry: Bengkel  
Lead Status: Hot  
Rating: High Priority  
Email: ahmad.rozi@gmail.com  
Secondary Email:  
Website:  
Skype ID:  
Created By: Densuko Jaya

**FIGURE 4.** Leads field detail view

Leads are the sales opportunities in the business. They are the raw details gathered about individuals or representatives of organizations collected from trade shows, seminars, advertisements, personal visit and or other marketing campaigns. A lead goes through the follow-up process by sales reps and when qualified, they're converted into an account, contact and deal (opportunity) in the CRM system<sup>27</sup>. This section is dedicated to generate sales. Thus Sales consist of assign & qualify leads by status & rating, track opportunities, convert leads to deals and automate sales process. Orders is the next element, third element is order. It consists of products & services delivery, invoices generation, integrated customer communication and survey generation. While the fourth element is supports. It consists of task and case managing, integrated communication via email, call & chatting, training & meeting schedule generation and knowledge & report for analysis generation. Leads filed has lead status selection in which the operator is able to select the current status. They are cold, warm and hot lead status. This lead status functionality is visible in the Fig. 5.

FIGURE 5. Leads field detail view

Lead status feature allow the operator to manage the status of each company or each lead, they are cold, warm and hot status. Cold means all unqualified leads that have low chance to become a business deal. Warm leads status means unqualified leads that have moderate chance to become a business deal and hot lead status means all unqualified leads that have high chance to become a business deal. The main goals of sales is to generate business. This all unqualified leads shall be maintained to improve their status from cold to warm and to hot eventually in which the business chance is getting much higher when leads are in hot status. Based on the rough previous study, leads would generate business deal (customers) based on the following ratio noted in the Fig. 6.

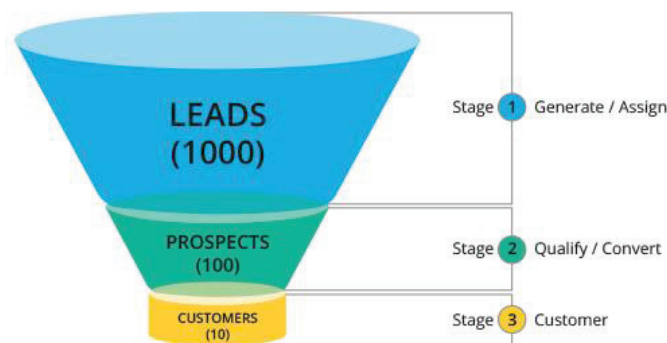


FIGURE 6. Sales tunnel ratio<sup>27</sup>

For certain business this ratio 1000:100:10 is not working. The ration could be higher for example 1000:600:100 or sales ration could also follow Pareto law 1000:800:200 which means that the majority business is generated by the 20% qualified leads in the system.

The next field is Accounts. Accounts are the companies or departments within a company with which you have business dealings. In the CRM, single or multiple contacts can be associated to an account. In a typical B2B scenario (one business selling products or services to another business organization) accounts play a major role in keeping track of the important company information<sup>27</sup>. Account represents a company or a department within the company, with which your organization is currently doing business with or is planning to do business with in the future. Account could also represent a personal information that represents him/her-self for example for a self-employed or professional. The operator is able to associate an account with contacts (people) within the company and the potentials (business opportunities) during pre-sales. After successful completion of the sale then the operator is able to provide Customer Support & Service through “Case Management” in the system. An account stores the following information, they are Account Information, Description Information, Address Information, Notes, Projects,



Attachments, Deals, Contacts, Emails, Open activities, Closed activities and Member accounts. Account field is visible in the Fig. 7.

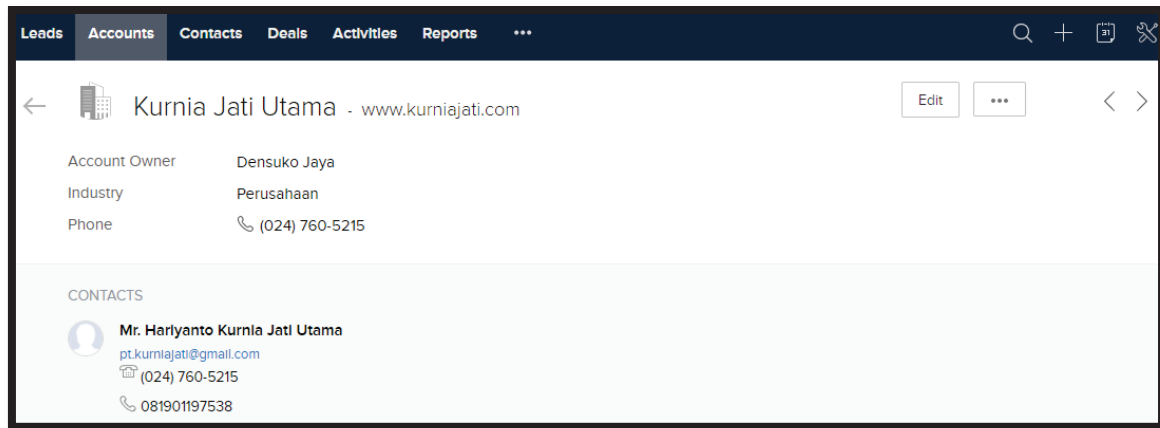


FIGURE 7. Account field view

## Core CRM Benefits for the SMEs

Previous study have clearly stated that there are plenty benefits for SMEs that are expecting to implement CRM to grow their business through the sales automation, work-flow and business process. However the core CRM benefits for the SMEs includes the following served in the Table 1.

TABLE 1. Core CRM Benefits for SMEs

No	Authors, Year	Core CRM Benefits
1	Seungjeong Yang and Jongtae Rhee, 2008	It maximizes business profits by pursuing a continuous relationship with customers, analyzing customer information for marketing strategy functionality, customer contact is being carried out through a variety of channels, provide the opportunity to obtain the immediate product – and, ultimately, profit – and continual, competitive gain by using information custom-fit to the event.
2	Keith A. Richards, Eli Jones, 2008	Improve business performance and allow managers and supervisors to use it in allocating scarce resources across a range of marketing and non-marketing investments.
3	Nigel F. Piercy, 2009	Developing such a capability rests on the development of strategic internal relationships between the groups responsible for managing customer relationships (marketing, sales strategic account management teams), for managing supplier relationships (purchasing), and collaborations (alliance management) at the firm.
4	Abeer Khan, Nadeem Ehsan, Ebtisam Mirza, Sheikh Zahoor Sarwar, 2011	To minimize Extract Transform Load processing, more timely and high quality data, alignments ensured with business goals, reducing the operational cost, improving customer services and customer retention / complaint etc. These benefits have been measured through statistical data analysis.
5	Hamid Tohidi, Mohammad Mehdi Jabbari, 2012	To improve service quality and better relationships with customers in order to satisfy customers and survive in the competitive environment is a purposeful strategy, continuing and keeping association through the various way with customer and customer's revisiting the organization for the analysis purposes.
6	Myropi Garria, Nikolaos Konstantopoulos, Michail Bekiaris, 2013	To multiple marketing strategies to approach customers and markets, complex market strategies and corporate strategies of high internationalization involvement are developed, facts that reflect the creation of a strategically structured, outward-oriented and customer focused on corporate culture.

No	Authors, Year	Core CRM Benefits
7	Cosmin Tileag, Oana Nitu Claudiu Valentin Nitu, 2013	To manage the profile of each client regarding their demographic data and their preferences, Data about customer interactions (meetings, phone calls, letters, faxes, e-mail, data regarding the developed campaigns), Operational component supports back office activities such as: order management, supply chain and transactions with bank information system, front-office activities increase the productivity.
8	Rana Saifullah Hassan et all, 2014	It increases the market share, enhances productivity, superior employee's morale in the mean while it improves the in depth customer knowledge and also higher customer satisfaction to improved customer and clients loyalty company.
9	Aliyu Olayemi Abdullateef et all, 2014	To improve customer value at the same time reduce costs thereby resulting to sustainable competitive fit, and short and long run organizational profitability.
10	Cerchia Alina Elena, 2016	Growing sales and profitability, creating advertisements, acquiring new customers or leads, retaining them and make them loyal to the firm.

Based on the presented core benefits noted on the Table 1 it is summarized that CRM implementation in the SMEs provides many benefits to increase their sales, marketing strategy, productivity, improve information sharing within the selling company and establish strong intimate relationship with the customer that lead to the customer loyalty. Densuko Jaya as the community service program partner proved found that CRM technology implementation is able to improve their database management system, find the needed account and contact easily, find the sales data easily on fingers action without finding many book keeping as they did in the past time. Densuko Jaya found that CRM technology implementation eradicated their stress and worry of losing their very important business data since the data has been logged and managed in a cloud base customer application. Beside it improve their business productivity both in marketing, sales and business analysis.

## NUMERICAL ANALYSIS

There are ten critical indicators to measure the efficiency of CRM implementation at the enterprise in order to complete a daily task with regards to 5 Likert scale. These ten indicators have been addressed to the owner of the enterprise with the following value description: (1) "very in-efficient" is valued 1 point, (2) "in-efficient" is valued 2 points, (3) "moderate" is valued 3 points, (4) "efficient" is valued 4 points and (5) "very efficient" is valued 5 points. Table 2 shows the acquired value of ten addressed indicators result.

**TABLE 2.** Indicators Descriptions and Its Value

No	Indicators Description	Value of CRM Implementation	
		Before	After
1	Data access speed	2	5
2	Customer rating analysis	1	5
3	Revenue report	1	4
4	Deal process report	2	4
5	Customer deal transaction	3	5
6	Customer response	2	4
7	Customer detail data accuracy	3	5
8	Product development process	3	5
9	Previous customer detail order record	1	5
10	Time consuming in general	2	5

The acquired data have been analyzed through paired T test with the following outcome shown in the Table 3. Paired Samples Statistics.

**TABLE 3.** Paired Samples Statistics

		Mean	N	Std. Deviation	Std. Error Mean
Pair	After	4.7000	10	.48305	.15275
	Before	2.0000	10	.81650	.25820

Table 3 shows that there is high difference of mean in the amount of 2.70000 point before and after CRM has been implemented. This means that CRM implementation provides high efficiency to the enterprise's productivity as indicated in Table 4. There is weak correlation between the existing condition and CRM implementation. Since, both of the variables are almost uncorrelated each other.

**TABLE 4.** Paired Samples Correlation

	N	Correlation	Sig.
<b>Pair 1 After and Before</b>	10	.282	.430

**TABLE 5.** Paired Samples Test

Paired Difference					t	df	Sig. (2-tailed)
	Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference			
<b>Pair 1 After Before</b>	2.70000	.82326	.26034	Lower 2.11107 Upper 3.28893	10.371	9	.000

Table 5 shows that t value is greater than df value, in which there is a significant difference between existing condition or before CRM implementation and after CRM implementation. This is confirmed by the significant value .000 in which smaller than 0.05.

## CONCLUSION

This study found that CRM implementation at small and medium enterprise is able to help them in reengineering their database management includes the leads, account, contacts, deal, task & meeting scheduler, report and analysis. This chain process is designed in a CRM platform through Zoho CRM. This platform is implemented due to its functionality and the costumed model. The functionality of CRM platform that is prepared by the provider is not able to directly use by the user, it has to be reengineering and redesigned through setup to meet the requirement and the needs of the user. Thus, certain amount of setup is needed to ensure the CRM would be easily implement to gain the described benefits. Densuko Jaya as the user believes that CRM implementation improve their business productivity both in marketing, sales and business analysis while saving all important business data which has been built for the last of 18 years. Based on the numerical analysis found that there is a significant efficiency difference between existing condition or before CRM implementation and after CRM implementation.

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