

QUALITATIVE STUDY OF CUSTOMER RELATIONSHIP MANAGEMENT IMPLEMENTATION AND IMAGE BUILDING INCREASE THE VALUE OF TRAFFIC PARK AS EDUCATIONAL TRAFFIC PARK FOR CHILDREN: CASE STUDY IN INDONESIA

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***Abstract:** Traffic park in several city in Indonesia has an image as recreational park for children and family. However, traffic park actually not only purposes for recreational but also educational park to introduce traffic activity and regulation for children. Therefore, the study trying to explain the model of customer relationship management implementation and image building of traffic park and its impact to increase the value itself as media to educate traffic activity and regulation fro children.*

This research uses multi case and qualitative method. Data collection through observation on both traffic garden, general interview, depth interview and expert judgment, and documentation. The result of analysis and interpretation of data founding related this research shows that the right of implementation of Customer Relationship Management and image hold the important role to increase function value of traffic garden as a traffic educational park for children.

Recommendation for further research is to design with mix method research design both qualitative and quantitative. Further research can explore about how effective educational model for traffic Park and validate with the quantitative method.

***Key word:** Customer Relationship management, Traffic Park, Educational Park, Children*

INTRODUCTION

WHO noted that every year traffic accidents have resulted in an average of 1.24 million people died, and 50 million people were injured and permanent disability "(Chief of Police, January 26, 2014). While in Indonesia 3 people died every minute on average in traffic accidents (Ditlantas, 2014). BIN its website states, "Assessment of the WHO that a traffic accident has become the third largest killer in Indonesia,

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should be a common concern. Today, the traffic conditions are already at an alarming rate, especially in large cities are characterized by congestion, traffic violations and accidents, one of the main causes is the lack of knowledge and traffic discipline of road users (human error). Therefore, the introduction of traffic regulation is very important from an early age, like in kindergarten and elementary school (SD). That children early ingrained in him to keep his safety by implementing an traffic regulation on the road.

Traffic park not only used as parks and playgrounds but also used as a training center to learn traffic signs. Traffic park has definition as a park where children can learn the rules of traffic so that children safely on the road (founder TLL AISN Bandung- Nazarudin, 2002). The existence of the Traffic Park in Bandung and Cibubur, in addition to functioning as a recreational park at the same time also has its main function as a education park. The tightness of competition between recreational park and the changes of customer's need encouraging recreationl park management starting to implement customer relationship management in order to keep the customer existing.

All of recreational management offers the benefit of their service to attract ad retain customer. Through service excellent to customer, they hope that customer will be loyal. But in fact, the demands from customer is changing very fast, so that always a gap between customer's need and the service from company.

The problem identification of this study are:

1. How customer relationship implementation at Bandung Traffic Park and Cibubur Traffic Park?
2. What the main problem of Customer relationship management implementation and image building of traffic park as educational traffic park?
3. How the image building of Bandung traffic park and Cibubur traffic park as educational traffic park in Indonesia?
4. How the optimum customer relationship implementation and image building to increase value of traffic function as education traffic park in Bandung and Cibubur?

The objectives of this study presents qualitative analysis of how customer relationship management implementation at traffic park in Indonesia, find the main problem of customer relationship management implementation and image building as educational traffic park, how image building of traffic park and how the optimum customer relationship implementation and image building to increase value of traffic function as education traffic park in Bandung and Cibubur.

LITERATURE REVIEW

Customer Relationship Management (CRM) Strategies according to Francis Buttle (2007: 4), focused on efforts to develop a culture of customer-oriented business or customer-centric. This culture is intended to make the hearts of consumers and maintaining their loyalty by creating and delivering value to customers outperform competitors. Culture is reflected in the behavior of the helm of the company, the design of the formal system in an enterprise environment. In the culture of customer oriented, all resources will be allocated to support all of which can increase the company's value in the eyes of customers, as well as the reward system (reward system) that can increase positive behavior of employees which leads to customer satisfaction, and improved system of collecting, disseminating and application of information about customers to support the various activities of the company.

Customer Relationship Management Concept The theoretical stripping of the customer relationship can not be separated from the concept of Customer Relationship Marketing is becoming a trend these days in the development of marketing, especially in the corporate world. According Strobacka and Lehtinen in Foster (2008: 126) there are three main concepts of CRM.

1. The first core concept of CRM is a form of customer value. The goal is not to maximize profits from a transaction but rather at establishing long-term relationships with customers. The establishment of the customer relationship according to the process of habituation / familiarity thorough with the process whereby customers create value for themselves. According to this approach, the advantage is not based in which particular compete on price, but on the ability of the provision of services to help customers create value for themselves malalui CRM.
2. The second concept, the CRM product regard as a process in which the traditional distinction between goods and services is not significant. The product is seen as an entity that includes an exchange between the service provider and the customer. Through this exchange, the competence of service providers partly transformed into customer value creation.
3. The third concept, CRM associated with the responsibility of providing services, which is not enough for companies to simply satisfy the needs of customers and their decisions. Companies can build a stronger relationship only if he has a responsibility to establish relationships and offer customers the possibility to create value for themselves.

According to Sheth, Parvatiyat, and Shainesh (2002) consists of Continuity CRM Marketing, One-To One Marketing and Partnering / Co Marketing. Furthermore, according to Gaffar (2007: 42), definitions of these three programs are:

1. Continuity Marketing

The program is implemented by the company in an effort to meet the needs of every individual through some aspects of which are aspects of the individual accost by employees, friendliness and courtesy in providing individual services, handling complaints individually.

2. One-to-One Marketing

The program is done by the company in the form of individually based approach to meeting the needs and wishes of the customer. Services rendered shapes which are khsusu according to customer demand.

3. Partnering / Co-Marketing

Implementation of the program is conducted by the company to establish cooperative relations between the company and other parties to serve the end user in this case the customer. These three programs have different forms i.e to the end user, distributor or customer business to business customers.

Corporate Image

The company's image is the perception of an about an organization's image and perception. Perception is created through the senses: vision, hearing, smell, touch, flavors and feelings experienced through the use of products, customer service, commercial environment and corporate communications, it is the result from any company that does or does not do. When it is implemented then there are three (3) types of images that can be identified, namely:

1. Corporate Image (corporate image), which is a society's view of the whole enterprise.
2. Product Image (product image), which is a society's view of a product or category of product.
3. Brand image (brand image), is a society's view of the brand of a product.

Kotler in Buchari Alma (2012: 374) defines, "The image as a set of beliefs, ideas, and impressions of a person against a. Therefore terhdadap consumer attitudes and actions of a company is determined by the company's image ". He further stated, "The image is an impression, impressions, feelings or no public conception about the company, about an object, person or institution. Thus a good image to attract more attention and give greater consumer satisfaction and stimulate word of mouth communication active and positive among consumers of goods or services". Stenmetz in Sutojo (2004), defines image as the public perception of its corporate identity. People perception to the organization based on what they

know or they think about the organization concerned. Norman Kandampully and Dwi (2000: 347) defines the image is the consideration for the influence of mind the customer through the combined impact of advertising, public relations, physical image, from mouth to mouth, and real experience with goods and services, the opinion indicates that the image which is the impact of the promotional mix, World of mouth, and the customer experience to what is offered by this production.

Image Dimension

Dong Moo Ko (2003: 54) managed to classify the image into the seven dimensions are: store atmosphere, location, convient facilities, employee service, after service, and merchandising. Based on these dimensions, the research will be done referring to a combination of dimensions results of research conducted by Chowdhury et.al, Engel, and Dong Moo Ko (2003: 54) consisting of service, product quality, product diversity, atmosphere Store and price / value.

1. Services: A process aid which is given one person to another in the buying and selling of goods and services.
2. Diversity of products. Various products in terms of range of products ranging from the brand, size, and the quality and availability of products.
3. Atmosphere stores. Creation of the atmosphere of the store through the visual arrangement of light, music and scents that can create a comfortable environment so that purchases can influence perceptions and emotions of consumers to make purchases.
4. Comfort a condition where customers feel comfortable in the store both outdoors and inside the store.
5. The price / value. Value sacrifice to obtain goods or services measured by the value of the currency.

Meanwhile, according to Keller (in Nurmiyati, 2009: 25) argues that the dimensions of the image of the company consists of:

1. Product attributes, benefits, and behavior in general, related to quality and innovation.
2. People and relationships, orientation linked to the customer (customer orientation).
3. The value and associated program of environmental awareness and social responsibility.
4. The credibility of the company (corporate credibility), relevant expertise, trust and fun.

Value

According to Faisal (2005), the entire value chain it is called Relationship Management Value (Value Relationship Management) which is composed of elements of external stakeholders, namely the shareholders value, influence of other markets, suppliers and alliance markets; customer value which is divided into customer markets and referral markets; and employee value which consists of the internal markets and recruitment market. Value derived from external stakeholders, customer, and employee will form the total value process is divided into stages of value determination, value creation, value delivery and value assessment.

The total value of this process will establish a sustainable value proposition that will generate superior customer value that will increase the benefit and profit. Furthermore, the concept of customer value and become a writer adaptation rujukandari experts and researchers previously can be viewed in Table 2.1. Matrix customer value as follows:

Table 1
Matrix customer value

<i>Expert</i>	<i>Customer Value Concept</i>
Monroe within Wahyuningsih (2004: 5)	<i>The ratio between perceived benefits and perceived sacrifices. The perceived benefits are some combination of physical attributes, service attributes and technical support available in relation to the particular use of the product. The perceived sacrifices are total cost to the buyer includes purchase price and starting up costs (acquisition cost, transportation, installation, order handling) and post-purchase cost (repairs and maintenance, risk of failure or poor performance).</i>
Christopher in Wahyuningsih (2004: 5)	<i>Ratio between the perceptions of benefits and total cost of ownership.</i>
Heskett, Sasser et al in Wahyuningsih (2004: 5)	<i>The ratio between result produced for the customer plus process quality and price to the customer plus cost of acquiring the service.</i>
Ravald and Gronroos in Wahyuningsih (2004: 5)	<i>The ratio between episode benefits plus relationship benefits and episode sacrifices plus relationship sacrifice.</i>
Reidenbach, Wilson in Wahyuningsih (2004: 5)	<i>The ratio between benefits and price.</i>

<i>Expert</i>	<i>Customer Value Concept</i>
Sweeney and Soutar 2001 in Wahyuningsih (2004: 7)	<i>The components of value refer to quality, performance and personalization, customer relationships, image, and innovation as the dimensions of benefits, and price, time, effort, energy as the dimensions of sacrifices.</i>
Holbrook Hanny N. Nasution (2004:12)	<i>An interactive relativistic preference experiences.</i>
Zeithaml Hanny N. Nasution 2004:12	<i>Value is low price; value is whatever one wants in a product; value is the quality that the consumer receives for the price paid; value is what the consumer gets for what they give.</i>
Flint, Woodruff et a, in Hanny N. Nasution (2004:12)	<i>Value can be classified as values, desired values, and value judgments.</i>
A.B Susanto (2004: 2)	<i>Preference that feel by customer by the product attribute, performance, and consequences of the usefulness of facility to be satisfied of goal and the meaning.</i>

METHODOLOGY

In designing this study, we use qualitative method through observation, depth interview, and document review. Researcher uses multycase study, comparing more than one case to resulting more rigor research. The unit of analysis of the study are two organization of traffic park in Bandung and cibubur focused on customer relationship management, image and value of traffic park as education park. There are four steps to validate the data of qualitative method: construct validity, internal validity, external validity and reliability.

The data of this study using depth interview, observation, document review and triangulation. Yin (2004) stated that in data collection, we should use main principle: using multiple not just single, source of evidence; creating a case study data base; maintaining chain of evidence. The first step in data collection is observation, unstructured interview, structured interview about traffic park and questionere to internal key informant and external key informant.

There are 4 proposition that should be answered by this research:

1. Customer Relationship Management implementation of AISN Bandung and Cibubur is not effective yet to increase value of traffic park as educational traffic park for children.
2. The problem that identified to implement customer relationship management to increase value of traffic education for children related with

information technology boundaries, human resource competencies and policy and regulation implementation by government.

3. Customer has particular judgement to traffic park image to increase educational function for children.
4. Good implementation of customer relationship management and good image of traffic park can increase value of traffic park as educational traffic park for children.

RESULT

Proposition 1: Customer Relationship Management implementation of AISN Bandung and Cibubur is not effective yet to increase value of traffic park as educational traffic park for children.

Customer Relationship Implementation At Bandung Traffic Park And Cibubur Traffic Park

Table 2
Analysis of Customer Service Implementation

<i>Indicator</i>	<i>Condition</i>	<i>Analysis</i>
1. Employee's greetings very warm, polite and helpful	Has been implemented but not optimum.	Employee realize that how they greetings to customer should be warm and polite but there is no standard operational procedure to conduct so that they not optimum to perform.
2. Employee should be responsive to fulfill customer's need fastly adn politely.	Employee's response is good but not fast response.	There are no training related how to respond customer well.
3. There should build relationship more sustainable especially in traffic education program.	Has implemented relationship with customer but not intensive and optimal.	There is no program yet to optimalize relationship management with customer and they did not understand yet how important cutomer relationship management.
4. Company should have database to get closer relationship with customer.	There are no data base yet	Management did not realize how important data base to building close relationship with customer.

5. Intensive program	Program frequencies still low	Management did not implemented intensive program due to lack of trainer competencies in traffic matter.
6. Wider program for traffic park	There are some program such as "how to cross the road"	There are no learning material development of traffic education comprehensively.

Proposition 2: The problem to implement customer relationship management to increase value of traffic education for children are related with information technology boundaries, human resource competencies and policy and regulation implementation by government

There are various obstacles in the implementation of customer relationship management to enhance customer value function as a Traffic park education center for Children which are limited facilities include information technology, human resource competencies, Budget and enforcement of policy, regulation and weak support relevant institutions. The fourth aspect is the factor that determines whether or not the implementation of optimal management of customer relationship in Bandung Traffic park and Cibubur traffic park.

Table 3
Analysis of Customer Relationship Management Problem Implementation

<i>Indicator</i>	<i>Actual Condition</i>	<i>Analysis</i>
1. Has compatible software and hardware to suport operational.	They only have minimum information technology to support customer relationship management.	Only stakeholder partnership data base that collect very well. Others data base did not collect accurately.
2. Availability of competence human resource	Limited competence human resource quantitatively and qualitatively so that they can not give service optimally.	There should be input of competence human resource so that they can do their job perfectly.
3. The participant are kindergarten and elementary school's teacher.	The management following Education Department to conduct traffic education program.	Until now, the good and sustainable implementation of program consist of Elementary school only.

4. Minimal elucidation are 3 times in a year	In actual condition, the elucidation can only conduct 1 times in a year.	There should be improvement in elucidation frequency.
5. Stakeholder in conducting elucidation	Active stakeholder are education agency and police agency	There should be any involvement with others party such as private stated own company etc to support.

Proposition 3: Customer has particular judgement to traffic park image to increase educational function for children

Table 4
Analysis of Traffic Park Image

<i>Indicator</i>	<i>Actual Condition</i>	<i>Analysis</i>
1. Employee should improve trust from customer to increase image of traffic eductaion for children.	Trust of customer quite good, but image traffic park as eductaion traffic park did not strong yet in customer's mind.	Its because they did not do promotional activities.
2. Employee should keep and serve customer very well.	Service not standarized	Service is not standarized based on customer's need.
3. Employee should have solution to facing customer's complain.	Employee has been responsive to customer	The service not come from standard service fro management but only from personal initiative.
4. Evaluation and monitoring of customer's satsfaction.	The management did not doing customer's satisfaction survey.	They did not understand how important the customer's satisfaction survey.
5. Quality of program	The content of material is is good for children.	No evaluation of current customer's need of program and material learning.

6. Social activities in their environment	There are some social activities in Traffic Education Park.	The social activities program is appropriate with management availability.
7. Employee has competences to serve customer	Service is good but not standarized.	Employee has competences.
8. Employee should to be honest, competent and friendly.	Employee are honest, competent and friendly	The current employee condition are good and need improvement.
9. Employee should promote and socialize main function of traffic park as traffic education park for children.	Employee neve promote it.	Employee did not realize that traffic park image is not appropriate with vision and mission of organization.

Proposition 4: Good implementation of customer relationship management and good image of traffic park can increase value of traffic park as educational traffic park for children

Table 5
Analysis of Implementation of CRM, Image building and Value of Traffic Park

<i>Indicator</i>	<i>Actual Condition</i>	<i>Analysis</i>
1. Optimalization of customer relationship management and image of traffic park through promotion	Customer relationship management has been implemented but not optimum. The image of traffic park is not appropriate with vision and mission.	There are no planning to conduct socialization about main fuction of traffic park as traffic education park for children.
2. Technology facility.	Implementation of information technolog is not optimum	There are no human resource planning and development.
3. Partnership with others stakeholder	There are some partnership but still not optimum yet.	Management did not plan the strategic partnership comprehensively.

4. Same vision of stakeholder.	Management and stakeholder did not get same vision	All of management and stakeholder should have same vision to educate the safety of children in the road.
5. Develop new network	Current network with education agency and police agency.	New stakeholder will improve main fuction of traffic park as traffic education park.
6. Minimum elucidation activities is 3 times in a year.	Only 1 times elucidation in a year.	Management should be initiative to education agency.

DISCUSSION AND CONCLUSION

Management needs to establish CELL image as Traffic Education Park for children, so that people can get to know more closely the function and existence of the Traffic Park AIS and Cibubur such as traffic park education. linked to efforts to establish the image, then the management should optimize corporate identity, reputation, access to service, service offering undertake appropriate promotional strategies and provide training on an ongoing basis to employees so that they can deliver on traffic education serve customers, deal with customer complaints, as well as it is necessary to conduct a survey to measure customer satisfaction as evaluation materials.

In connection with the foregoing, we propose a thought to the policy holder in this case the government through Indonesia Ministry of Education to consider regulation compulsory curriculum that “the safety of children in traffic on the road” into the learning materials in schools, since children are the hope the future of the nation, and the safety of children.

Based on a conceptual model of this, the researchers propose to Indonesia Ministry of Education through the Provincial Education Department, District, City can assign teachers to training in traffic park through Extension and Education Traffic Safety (PPKLL) frequency extension can be increased to 2 to 4 generation per year, because PPKLL currently only implemented one generation per epidemic. So that the dissemination of knowledge and training on safety traffic can more quickly spread and absorbed by society, especially by teachers and learners at an early age.

FURTHER INVESTIGATION

- a. The result of this study expected to be based information or knowledge to other researcher to conduct another customer relationship management research and image or any other research related with this field.
- b. The next study should try mix method both quantitative and qualitative to get deeper result and comprehensive analysis as references by government regulation.

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