



CUSTOMER RELATIONSHIP MANAGEMENT IN PROMOTING A ROOM AT SHEO RESORT HOTEL BANDUNG

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Abstract

Service marketing by taking advantage of marketing communication can form a good relation with the consumer. This research aims to find out the program, process, communication media of Customer Relationship Management (CRM) implementation in promoting a room at Sheo Resort Hotel Bandung. The method used in this research is qualitative method with a case study approach based on symbolic interaction theory, and constructivist paradigm with key informants of hotel managers, marketing division and three customer informants of Sheo Resort Hotel Bandung. The result showed that the CRM program in promoting the room was by using continuity marketing, individual marketing (one to one marketing) and partner relation (partnering program) by providing and giving discount, voucher, special facility and membership card which include room discount. The CRM implementation needed a customer service and employee support at maximum, as well as program development to maintain customer's loyalty.

Keywords: Customer Relationship Management (CRM); room hotel marketing; qualitative; continuity marketing; one to one marketing; partnering program.

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INTRODUCTION

Promoting either goods or services requires a proper marketing communication, because it is a process of sending the message to the consumer or public about the goods and services being promoted. Kotler and Keller (2016) stated that marketing communication is a company's effort to inform, persuade and warn the consumer both directly and indirectly about the product or brand they sell. It means that marketing communication can form a dialog and build a relation with the consumer. The relation is often called Customer Relationship Management (CRM). Turban (2014) stated that CRM is a service approach to customer in creating a long-term plan and maintaining the relation in order to add more value for both sides of customer and company.

Hotel industry is part of hospitality industry, which is an industry providing product and service to the customers who are way far from home (Morisson, 2012). The industry consists of travel, lodging, culinary, entertainment, recreation and game facility. In general, hospitality industry is divided into lodging operations, food/ beverage service, as well as travel and tourists. Hotel is observed by lodging operations, along with the motels, motor hotels, resort, camp, park and others. Maintaining the relation with customer by using CRM is a strategy carried out by a company to keep the hotel customer, in particular.

Tourism sector development is more focused on improving it as a sector which is able to beat economic activity, including other related ones, in order to increase the community income and the growing job opportunity. The succeed of tourism are seen by the increase of tourists, both from domestic and foreign country. Its increase should also be balanced by the increase of supporting area, such as hotel and accommodation.

Hotel and accommodation are the important facility to improve tourist's visit to the destination or specific location. With this improvement, it is expected to also increase the local and community income, as well expand the existing job opportunity. By their visit, it can also create and run other sectors of business activities related, such as handcraft, transportation, tourism information service, tour guide and tourism travel agent.

Bandung, as a capital of West Java, also known as Parijs Van Java (1920-1940) or bloemen stad (Kota Kembang), or Europa undo tropen (a Europe-like tropical area) serves natural beauty which attracts tourist to visit. Tourism industry development gives multiplier effect to the construction growth, especially for West Java economic independence. A competitiveness demands changes and innovation in order to increase both

domestic and foreign tourist visits in Bandung; one of which is the accommodation facilities needed, such as a hotel room. It includes both star and no-star hotels.

Bandung tourism industry showed a pretty well improvement, marked by its increase of tourism facility and infrastructure, including the hotel. There are 252 hotels in Bandung, accommodated with 10.442 rooms. This number will be developed up to 13.317 rooms. Bandung has also become a place to stay for 38.408 foreign tourists and 457.901 domestic tourists. This tourism sector contributes to Bandung's Regional Original Income (lit. Pendapatan Asli Daerah (PAD)) of IDR 51.85 billion in 2017 and of IDR 60.2 billion in 2018 (Bandung Department of Culture and Tourism, 2018).

This hotel development is seen in the Table 1, describing the increase number of hotel that will also cause competition between hoteliers.

Table 1. Number of Star Hotels Based on Its Classification in Bandung 2016-2018

Classification	2016	2017	2018
1-star	3	7	7
2-star	18	17	17
3-star	17	23	27
4-star	10	11	15
5-star	4	4	5
Total	52	62	70

Source: Department of Culture and Tourism, Field of Bandung Facility Tourism (2018)

Based on the Table 1, it is seen that there are increase in the number of hotel development, especially 3-star, 4-star and 5-star hotels. Its potential number of hotel and room, both star hotel and budgeted hotel, is seen in the Table 2.

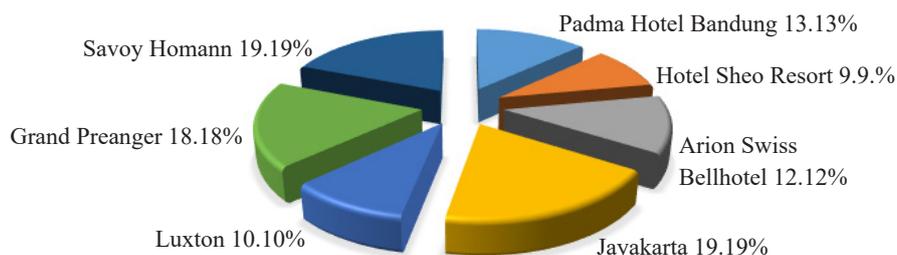
Table 2. Recapitulation of Star and Budgeted Hotel in 2018

No	Classification	Potential Number	Rooms
1	1-star	7	243 rooms
2	2-star	16	891 rooms
3	3-star	27	1.855 rooms
4	4-star	15	2.080 rooms
5	5-star	5	1.122 rooms
6	Melati 1	51	800 rooms
7	Melati 2	55	1.190 rooms
8	Melati 3	76	2.261 rooms
	Total	252	10.442 rooms

Source: Department of Culture and Tourism, Field of Bandung Facility Tourism (2018)

Every hotel management should be able to provide its best service to their guests/ visitors. In general, five-star hotels already have good hotel management. They have a good marketing strategy to face competition in seizing market share according to the segmentation and target of guests/ visitors that each hotel wants to achieve.

The statistic data on market share of 4-star and 5-star hotel is shown in Figure 1, describing Savoy Homann Hotel's market share is 19%. Furthermore, the other highest market share was achieved by Hotel Jayakarta at 19% and hotels with national reputation, Hotel Grand Preanger at 18%, while Sheo Resort Hotel Bandung obtained 9% of market share per year.



Source: Hotel Management Sheo Resort Bandung, 2018

Figure 1. Market Share of Bandung 4-Star and 5-star Hotels in 2018

Sheo Resort Hotel Bandung is a hotel strategically located in mountainous plateau in North Bandung in Jalan Ciumbuleuit No. 152 Bandung and also a strategic place for tourist to visit and rest. For the past few years, the development of the occupancy rate which resulted in hotel revenues significantly increases. Data on the number of guests staying at Sheo Resort Hotel Bandung is described in Table 3.

Table 3. Number of Guests at Sheo Resort Hotel Bandung in 2013-2018

Period	Numbers of Guests		Total
	Domestics	Foreign	
2013	13.887	3.753	17.640
2014	14.432	4.998	19.430
2015	16.482	7.393	23.875
2016	19.436	6.273	25.709
2017	22.876	6.946	29.822
2018	25.430	7.931	33.361

Source: Annual Report of Sheo Resort Hotel Bandung

The increase of guests' visits at Sheo Resort Hotel Bandung was due to its optimal promotion which also makes it well-known and informed among the guests. It was also due to the satisfaction from previous guests of the services and facilities at the hotel. It made the guests redid the visit based on previous opinion. They also accompanied and invited other colleagues. It happened most of the time, therefore the guests' visit and occupancy increase from time to time. The promotion activity supposed to increasing and maintaining the demand as well as effecting community by using distribution system that can reach the desired market/consumer is still being maintained and improved.

Data on occupancy at Sheo Resort Hotel Bandung from April to December 2018 is described in Table 4. Based on the Table, it is found out that the occupancy from April to December 2018 has increased, however it also has decreased in December at 16.33%. The target rate of occupancy room that was not reached in September was indicated as a result of the decline in room sales from regular guests.

Customers' loyalty is become the improvement basic of continuous competitive excellence. The main key in every promotion program of loyalty is the effort to keep a long-term relation with the customers. It is assumed that solid and mutual-beneficial relations between companies and customers can build a repeat business and create customers' loyalty.

The insignificant improvement of hotel occupancy is an indicator of hotel strategy weakness in targeting and keeping their customers. A form of value which can create customers' loyalty is described by implementing business practical concept which is focused on or oriented to the customers, also known as CRM.

Forming the loyalty can be carried out by creating value in which the achieved value by customers is the comparison between total of customers' benefit and total of customers' cost (Storbacka and Lehtinen, 2015). A total of customers' value is a set of benefits which are expected by the customers of the provided product or service, while total of customers' cost is a set of cost spent by the customers in evaluating, obtaining, using and wasting the product or service. The achieved value by the customers could be different from one and another. The higher the benefits got by the customer compared to the costs spent, the higher the value achieved by the customers themselves. A higher customer's value (compared to the competitor) will create a superior customer's value.

A formation the superior value in the hotel industry can be carried out by provided a room hotel as well as all facilities as proper as possible by also giving superior service, such as agile, friendly, and caring employees (Barsky and Nash, 2013). For hotel customer, emotional factor also plays the main role in forming the value by the comfortness provided and the product or service which creates a memorable emotional experience. Market Metrix (2013) divided it to five areas; namely, product, employee, arrival/ visit, value and location. Product atribut consists of room provided by hotel officials which include its design, its comfortness and cleanliness. Other additional product atribut includes proper serve of food, pleasant atmosphere, calm and safety.

Hotel customers expect employees to be friendly, welcoming, well-informed about the hotel and attentive/ caring to the needs of their customers. The customers would feel safe and comfortable if they know that the employee is well trusted regarding the valuables the customer is carrying, the messages to be delivered to the customer, as well as wake-up calls. On their arrival, customers expect to be welcomed with good, friendly and polite attitude by the employee. Other facilities provided by the hotel such as complimentary gifts, food or beverages, loyalty program and special discount is the additional value given by the customers. Having a location near to the customers' destination also gives much conveniences for the customers.

The strategic location is the one which is close/ near to the shopping center, tourist destination and entertainment, as well as business center. It is in line to the research carried out by Mukhopadhyay (2015) who stated that other considering factor in choosing the hotel, apart from its room hotel and facilities, is the location and its popularity. The purpose of value formation is not only about to maximize the income of single transaction, but to build a long-lasting relation with the customers, in which both sides adapt to each other to create competitiveness exclusively based on not only the rate, but also procedure's ability to help customers create value for themselves. This can be formed by managing the relation with related parties in the company or stakeholders, one of which is the customers. The term related to customers in a business context is as well known as CRM.

A uniqueness in this research presented that many companies use various facility in their business to improve CRM. Specially, they try to provide personal service to the customers in order to create highest satisfaction for them, both as stakeholders and shareholder. Therefore, it is expected to create strong value chain among them through CRM.

CRM is company strategy used for indulging the customers not to move on to other competitor. In this case, the company provides personal service by indulging the customers as special as possible. The company needs to know customers' database containing customers' detailed information which holds certain role in CRM. Customers' database in hotel industry can contain personal information including customers' name and address, job, purpose of stay and others preferences such room type, foods ordered, newspaper read and the last time they stay at the hotel. These informations are the valuable assets for hoteliers in maintaining the relation with the customers.

To maintain the relation, the company treats each customer differently, therefore the company should know customers' behavior to determine what approach the company will take in establishing a lasting relation with customers. Customers' behavior describes how a person takes decision in using their living resource, such as money, time and business, for gaining the produced goods and services. It includes what, why, when, where and how often the person has been purchasing and using the product or service. Therefore, it is important for hotel management to find out what the customer wants by staying at the hotel, why the customer chooses to stay at the hotel, when the customer decides to stay at the hotel, in which hotel the customer chooses to stay and how often the customer stays at the hotel. The answers for these questions can help hotel management to apply the program of CRM, which consists of continuity marketing, one to one marketing serta partnering program (Sheth, Parvatiyar, and Shalnes, 2011).

Relation with the customer is an additional value of the product itself, which, in this case, is an industry product of hotel service obtained from interaction between hotel employees and the customers themselves. Because of that, it needs an information exchange between hotel management and customer in maintaining the relation. Not only hotel management providing a one-way information, but also customers should provide certain information to the hotel management, including favorable things, suggestions and critics. This will create a mutual relation between hotel management and its customers, as well as make it as customers' feedback which is really important.

If the hotel management faces it hard to obtain the customers' feedback, it will also make it hard for the management to create a deep relation with the customers. Apart from that, most hotel managements focus more on setting/ determining the way to get more customers; not on maintaining the way to keep the existing customers, as the main purpose of CRM (Mukhopadhyay, 2014). This indicates that the hotel management has not well established the CRM program yet, so the customers still cannot give their feedback.

To keep and maintain the customers, most companies focus on improving the level of customers' satisfaction which might be the main key. However, customers' satisfaction leading to the loyalty and profitability is an important issue to be tested. Traditionally, customers' satisfaction is expected to grow forward to the loyalty or greater reminder, which will also lead to obtaining higher profit. Although customers' satisfaction and loyalty is a key mediator of the profit, seen from the business point of view, what is more important is to identify and maintain the relation with the profitable customers. It is what creates the loyalty program also makes sense, as stated by Kumar and Reinartz (2006). They stated that loyalty program has become the important equipment for CRM to identify, give achievement and maintain the profitable customer.

Fullerton (2014) stated that the CRM program could create customers' loyalty because it gave customers value and provided the marketers opportunity to use consumers' data obtained from the program to build a more specific customers' demand. Therefore, based on the statement, it can be concluded that CRM closely relates to the creation and improvement of customers' loyalty. Brown (2014) and Rigby, Reichheld, Dawson (2013) stated that CRM was a process to obtain, maintain and improve the profitable customer. It needed a certain focus of a service atribut which can add value to the customers in order to obtain loyalty. CRM is neither a concept nor project, but it is a business strategy which aims to understand, estimate and maintain the need

of existing and potential customers of an organization. Apart from those statement, Storbacka and Lehtinen (2014) stated that CRM is a cooperative relation between the provider and customer, so that both sides will gain profit and increase their value (Tiwana, 2001). A knowledge obtained from CRM technique could form a business, create a new promoting step, make an efficient use of large amounts of data from existing customers and use the knowledge itself to create a focused experience which is also adjusted to customers' needs. This is what makes CRM different from mass marketing.

Barnes (2012) and Piccoli, et. al. (2013) stated that CRM is a capability of a company to maintain the relation with customers much deeper, by blending every aspect of every contacts with the customers, including selling, marketing and customer service. According to Temporal and Troft (2012), CRM is basically a collaboration with each consumer. It can create a win-win situation. Adding value to the customers will also increase the loyalty to the company (Rigby, et. al., cited by Noone, et. al., 2017). Each customer has their own different desires and demands, so that they will also give the company different value.

Nykamp (2001) defined CRM as a focus in gaining optimal value for the customers through the way the company communicate to the customers, how they market it and how they treat the customers, as well as through traditional media, such as product, price, promotion and distribution. Bergeron (2014) stated that CRM is a dynamic process in maintaining the relation between customer and company in which the customers should have to choose to continue a beneficial commercial exchange and are asked not to do the unprofitable exchange for the company. Greenberg (2012) defined CRM as a business strategy to create and maintain the long-term and profitable relation for the customers. As for Sheth, Parvatiyar, Shainess (2000) defined CRM as an integrated strategy and a process to obtain, maintain and get along with the selective customer to create superior value for the company and customers themselves.

Calhoun (2012) stated that to improve loyalty, a business should be able to run the CRM, a program which focuses on total repair of customers' experience with all organization elements, touch points, both physically and electronically, as well as other experience elements, such as pre-selling activities, experience on the product or service produced and post-selling support. According to Doyle cited by Sheth, Parvatiyar, Shainesh (2015), Mukhopadhyay cited by Sheth, Parvatiyar, Shainesh (2000), they showed the in-and-out obstacles in hotel industry is really high. Therefore, the satisfaction, loyalty, retention, complaint handling and improvement are things used in the hotel industry to maintain relation with customers. Relation with the customers in hotel industry is also determined by a momentum which, if combined to the unique characteristic of service industry, will focus on deep attention to the customers' expectation on service provider.

The final result of this research is CRM implementation model at Sheo Resort Hotel Bandung in improving sales on hotel rooms is in accordance with the existing data in the field. Chart of framework is shown in Figure 2.

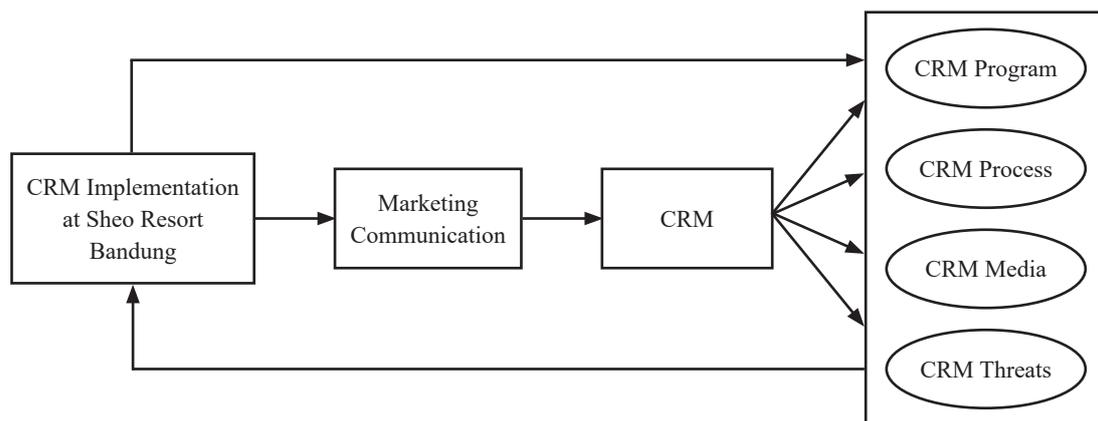


Figure 2. Framework of CRM Implementation Model at Sheo Resort Hotel Bandung

METHOD

Method used in this research is qualitative with case study approach. This method is used to analyze the behavior and opinion of key informan, collect and present data, all at once. Therefore, it can also describe evident description of the object related to the studied case. This research is approached by case study, which is a method referred to a research related to how and way on its main questions. It also focuses more on the contemporary issues and the lack of opportunities for researchers to control the cases under study. There are three types of qualitative data analysis, which are data reduction, data presentation and conclusion.

RESULTS

In running hotel industry, maintaining the relation with customers is really important to improve hotel room sales and create customers' loyalty. Compared to the other factors, such as price and product feature, the relation will add more value to the customer. Based on that thought, it will also increase the lifetime value for the customers as well. Popular hotels are taking their whole effort to provide more than customers' satisfaction and more value through the relation, not based on the transaction itself only. Apart from that, CRM is generally based on the basic principles stating that a good service does not always ensure customers' satisfaction and a customers' satisfaction does not always ensure their loyalty either. As for hotel product, maintaining the customers' relation is based on moment of truth which, if combined to the unique characteristic of hotel industry, will attract service provider to give the customer number-one priority.

The process of CRM implementation carried out in this research consists of collecting and analyzing customers' data, identifying their best customers, developing the program itself and implementing it as well. As a company, Sheo Resort Hotel Bandung realizes that maintaining a good relation with customers could give positive effect to both company and customers themselves. The company implements the CRM program as one of company's strategies to obtain customer's loyalty.

Table 4. Research Findings

No.	Research Questions	Description
1	CRM Program in Marketing Hotel Room	<ul style="list-style-type: none"> Continuity Marketing <ul style="list-style-type: none"> ● Discount gift, voucher, special facility and membership card ● A 15%-discount of hotel room for the member cardholder One to One Marketing <ul style="list-style-type: none"> ● Friendliness and decency, speed and accuracy in providing services, complaint handling and greeting card gift from the hotel management. ● Suggesting selling, which directs customers' desires to make it real ● Complaint handling Partnering Program <ul style="list-style-type: none"> ● Holding a partnering program between hotel management and other parties ● Collaborating with travel agent and tour package agent
2	Process of CRM in marketing hotel room	<ul style="list-style-type: none"> Collecting customers' data <ul style="list-style-type: none"> ● Collecting customers' data by using personal data in the Front Office (FO) ● Hotel database system is still running manually. Analyzing customers' data and identifying customer target <ul style="list-style-type: none"> ● Hotel management obtains the data about customers' visit Improving CRM Program <ul style="list-style-type: none"> ● Keeping and maintaining the customers ● Changing a Great-Customer to be the Highest-LTV-Valued ● Dealing with the unprofitable customers Implementing the CRM program <ul style="list-style-type: none"> ● Involving all staff at Sheo Resort Hotel Bandung in every activity ● Good coordination of three variables of CRM, namely people, process, and technology
3	CRM Communication Media in marketing hotel room	<ul style="list-style-type: none"> Website <ul style="list-style-type: none"> ● Providing information to the customer about facility, customer contact and reservation to find out about Sheo Resort Hotel Bandung
4	Obstacles of CRM Implementation in marketing room hotel	<ul style="list-style-type: none"> ● A competition occurs not only because of the price, but also of the facilities, reputation, location, recommendation and promotion. ● Customer service has not yet provided optimal service ● Sheo Resort Hotel Bandung has not yet run specific program to manage customers' loyalty in benefits the company in the long run. ● The hotel only gives special offer to the customers who often use their product/ service. ● The employees lack in understanding of customers' needs which come from different class, culture, and language.

Source: Researcher data, 2018

DISCUSSION

CRM is the way to analyze customers' behavior or service customers. From the analysis, a company could apply the step to treat their customers more personal so that the customers will become loyal to the company. The main target of CRM is not to reach customer satisfaction, but more to reach the customer loyalty. Customers are not only once satisfied to use the company's product or service, but will also keep coming to use it again. For helping the hotel management in implementing the program, it needs several steps, including continuity marketing, one-to-one marketing and partnering program (Sheth, et. al., 2012).

The ideal company which is suitable to run the program is those that need to optimize the profit by maintaining closer and more harmonious relation with the customers (customer intimacy). Therefore, CRM added value could also be optimized in making the cost effective and efficient to acquire new customers, or to retain existing ones so that costs and marketing efforts are not wasted and profits can be increased even more. According to Kotler and Keller (2016), CRM is a process in managing detailed information about single customer and all of customers' contact point very carefully to maximize customers' loyalty. Customers' contact point is about all incidents in which the customers deal with the brands and products, such as actual/real experience, personal/ mass communication and regular observation. Apart from that, the hotel management include its reservation, check-in and check-out, stay-frequency program, room service, business service, sport facility, laundry, restaurant, and bar.

The implementation of CRM program (from continuity marketing) showed that the management of Sheo Resort Hotel Bandung only gave the discount and reward only to the repeater guest, while they gave those privileges to the new comer on a certain occasion/ moment. As for one-to-one marketing, it showed that the management hotel, specially in the section of sales and marketing did not own complete and accurate database of guest lists. The partnering program showed that the management hotel has already carried out the collaboration with other parties, which, in this case, are bank and tour and travel agent. Most of the guests who visited to the hotel has not felt satisfied with the provided service. As the result, it will also give the impact to the customers' loyalty.

As stated by Levy (2010) cited by Utami (2012), in retaining the customers and making them as loyal as possible, hotel management should take four approaches, as concluded: communication, preferential treatment, personalization and rewarding as well. First, the hotel needs to build a communication. As stated by Duncan and Moriarty (2010) cited by Utami (2012), communication is a consumer's perception on the extent to which the retail provides information to consumers continuously through direct communication media. Communication is a main condition which must exist to create a relation. Sheo Resort Hotel Bandung made the direct contact from hotel employees to the customers as part of their communication.

Second, the hotel needs to carry on the preferential treatment. Kalakota Sheth and Parvatiyar (2010) cited by Utami (2012) stated that preferential treatment is a service to the customer in a form of special shopping-time or new-product free access. They also stated that the consumers did not want to be treated the same way as other consumers. Peterson (2010) cited by Utami (2012) argued that preferential treatment to customers will allow the seller to provide something that is very basic to the buyer, namely a feeling of being valued, so that customers' perception of preferential treatment or higher customers will increase overall relational results. As described before, hotel management should make their first move and 'welcome' the customers, by showing them enthusiasm and hospitality from employees and hotel staffs.

Third, the hotel needs to upgrade personalization. According to Metcalf, et. al. (2010) cited by Utami (2012), personalization is a consumer's perception on the extent to which the hotel interacts to the regular consumer kindly by personal ways. Crosby and Cowles (2011) cited by Utami (2012) explained that social interaction is created by the hotel which is able to motivate the customers to keep coming back when they need to rest. Berry (2010) cited by Utami (2012) said that benefits of social relation are the feeling of being family, friend, social support, personal recognition, consumer's name mention, personal understanding, friendly conversation and the appearance of intimacy and warmth between the internal hotel and its customers. Therefore, Sheo Resort Hotel Bandung takes familial values as its number one priority in every activity. A feeling of being family is transferred to the customers through its performance, discipline and hospitality owned by the employees when being interacted to the customers. The experience of familial warmth will also be transferred to the customers based on those three things.

Fourth, the hotel needs to give a rewarding. Rewarding is used to build the customers' database by identifying the customers themselves or guests by tracking their transaction. This is carried out to keep it as a habit and a loyalty to the hotel. Related to this, the hotel management has already given a member card to their guests who often visit. From that membership card, the company could obtain certain information about the customers, which also can be used for the management to take decision in improving customers' retention and loyalty. Customers are also gaining the benefits of it, namely a discount gift which is completely different, based on their frequency of visit.

The CRM process, according to Utami (2012) is an interactive process which changes customers' data base into the customers' loyalty list through few activities, including: 1) collecting customers' data, 2) analyzing the data and identifying the customers, 3) improving the CRM program, and 4) implementing the CRM program.

Customer Relationship Management (CRM) is the main important concept in the modern marketing. Currently, CRM has been narrowly defined as the activity of managing customers' data. It involves a detailed information management on single customer and also carefully manage the customers' "touch point" to maximize their loyalty. In general, CRM is a whole process of building and maintaining the customers' relation which is profitable by as well adding value and excellent customers' satisfaction. The process closely related to all aspects in order to obtain, maintain and develop the customers (Koetler and Keller, 2016).

Kalakota stated that every company which use CRM have their own supporting service, called contact management, a way to electronically collect customers' information, which can be accessed in an organization to fulfill the need of sale and service to the customers themselves. In this supporting service, there is a media contacting the customers and the company. It will also create a communication between the two with profitable condition. These media consist of: 1) website, 2) call center, 3) faximile, and 4) contact person.

Kotler and Keller (2016) stated that the key to build the lasting relation with the customers is by adding the value and excellent customers loyalty. A satisfied customer will become loyal and lead to another huge business market for the company. The company itself will also will be more selective in providing service to their selected customers, as well as provide deeper and longer-lasting relation. Currently, the company has been through few steps to inform their interesting strategy to the new customer and create few transactions with them. The company uses a customer's relation management to retain the existing customer and build its long-term profitable relation with them. An existing new point of view showed that marketing is a knowledge and art of seeking, maintaining and creating profitable customer.

According to Hamidin (2011) cited by Kanaidi, et. al. (2012), CRM activity has purpose for the company to be able to recognize the customer more detailed and serve them based on their needs. The purposes of CRM include: (1) recognizing the customers very well and trust them by improving the understanding on what they need as persons, fulfill their expectation of the company and make their life changed; (2) creating a competitive excellence on the brands, products and other competitors continuously; (3) becoming the first pioneer in the company in taking advantages of technology and human resource to obtain the knowledge about customers' behavior and value in building communication and interaction as a basic to create the lasting relation with customer.

Levy, et. al. cited by Utami (2012) stated that there are four approaches that can be carried out by the company to maintain the relation with the customers and make them loyal. They include the program of regular shopping, customer's special treatment, personalization and building a community through information exchange via bulletin and developing personal relation by communication. These informations are what are further processed, organized and saved. The results of this research are shown as in the model described in Figure 3.

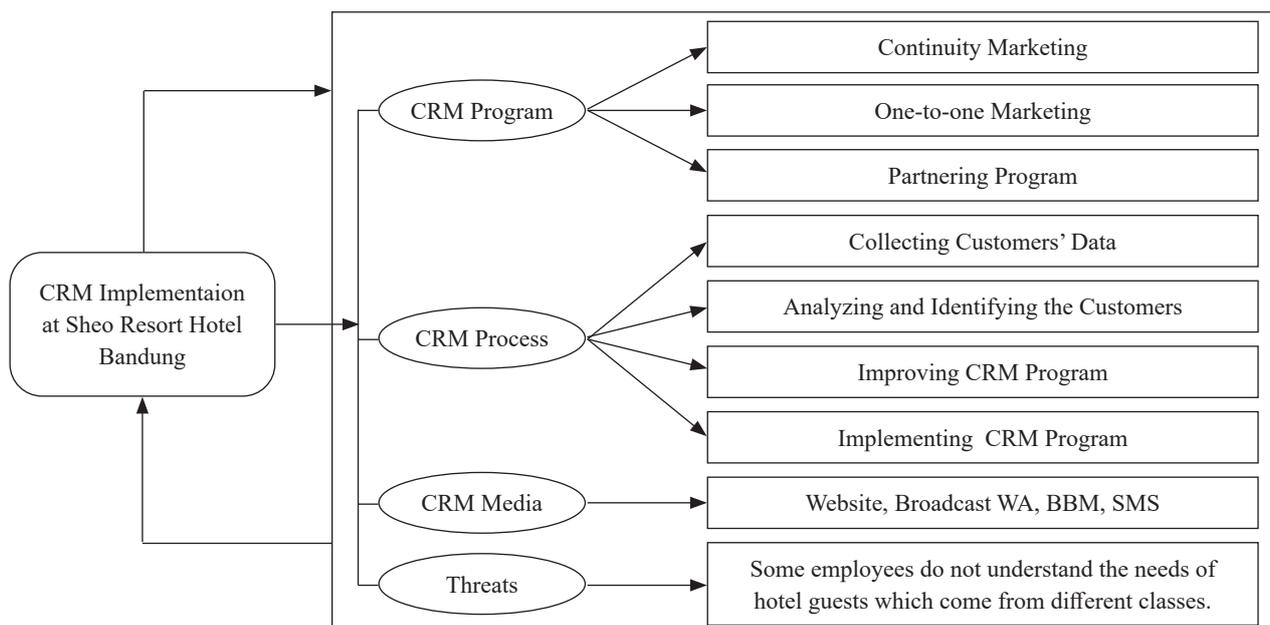


Figure 3. Implementation CRM at Sheo Resort Hotel Bandung

CONCLUSION

In marketing the hotel room, CRM used few programs, including continuity marketing, one-to-one marketing and partnering program. It also consisted of collecting customers' data such as by using personal contact in the Front Office (FO), analyzing, and identifying the customers by observing their visit frequency and improving CRM program by giving member card to the customer. The implementation of CRM program involved three variables, namely people, process, and technology which also become the main keys in maintaining the relation with the customer. It was also supported by all employees and staffs of Sheo Resort Hotel Bandung in every activity.

In additional, CRM communication media used various steps to promote their room. It used the website to inform the facility, customer contact and reservation to promote the hotel. It was also supported by other broadcast communication media, such as Whatsapp Messenger (WA), Blackberry Messenger (BBM) and Short Message Services (SMS). The implementation needed the support by the customer service and employees/staffs optimally as well as development program to maintain customers' loyalty.

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