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Article

Evaluate CRM Performance with CSI and Science Approach Implications for Marketing Strategy Umme Saladin Magic Potatoes

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Abstract: This study aims to evaluate the performance of Customer Relationship Management (CRM) in MSMEs of Saladin Kentang Magic using the Customer Satisfaction Index (CSI) and Importance-Performance Analysis (IPA) approaches. A further goal is to formulate a marketing strategy based on the results of the evaluation. The study used a quantitative descriptive method with data collection techniques through questionnaires distributed to 100 respondents of Saladin Potato Magic customers. The research variables include five dimensions of CRM service quality: tangible, reliability, responsiveness, assurance, and empathy. The results of the study showed a CSI value of 76.83% which showed that customers were "satisfied" with the performance of the CRM. The IPA analysis identified priority attributes for improvement in quadrant I, namely the ease of contact through social media and the speed of response to complaints. Attributes in quadrant II that need to be maintained include product variety, product quality, and employee friendliness. The implication of this study is the need for a marketing strategy that focuses on strengthening social media management, improving the complaint handling system, and maintaining product quality as a competitive advantage for Saladin Potato Magic MSMEs.

Keywords: Customer Relationship Management, Customer Satisfaction Index, Importance-Performance Analysis, Marketing Strategy, MSMEs.

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1. Introduction

Micro, Small, and Medium Enterprises (MSMEs) have a strategic role in the Indonesian economy, especially in terms of labor absorption and contribution to the Gross Domestic Product (GDP). Based on data from the Ministry of Cooperatives and SMEs (2023), the contribution of MSMEs to Indonesia's GDP reached 61.07% by absorbing 97% of the total national workforce. However, MSMEs also face significant challenges, especially in terms of market competition and product marketing. One of the strategies that can be applied to increase the competitiveness of MSMEs is through the implementation of effective Customer Relationship Management (CRM).

Saladin Magic Potatoes is one of the MSMEs engaged in the culinary sector with its main product in the form of premium mustofa potatoes produced since 2018. These MSMEs have implemented the CRM concept in their operations through various digital platforms.

(Fadillah et al., 2022). Despite the implementation of CRM, a comprehensive evaluation of CRM performance has not been carried out, so its impact on customer satisfaction and marketing strategies has not been measured.

Customer Relationship Management is a customer-focused business strategy with the aim of increasing customer satisfaction and loyalty (Kotler & Keller, 2016). CRM performance evaluation can be done with various approaches, including Customer Satisfaction Index (CSI) and Importance-Performance Analysis (IPA). CSI is a method to measure the overall level of customer satisfaction by considering the level of importance of the attributes measured (Tjiptono & Chandra, 2016). Meanwhile, science is a method to analyze the relationship between the importance and performance of the attributes studied (Martilla & James, 1977).

This study aims to: (1) measure the level of customer satisfaction with the performance of Saladin Kentang Magic MSME CRM using the CSI approach; (2) analyze the attributes of the CRM that need to be improved and maintained using the IPA approach; and (3) formulate strategic implications in the marketing development of Saladin Potato Magic MSMEs based on the results of CRM evaluation.

2. Literature Review

This section must contain a state-of-the-art explanation. It can be explained in several ways. First, you can discuss several related papers, both about objects, methods, and their results. From there, you can explain and emphasize gaps or differences between your research and previous research. The second way is to combine theory with related literature and explain each theory in one sub-chapter.

2.1. Customer Relationship Management (CRM)

Customer Relationship Management (CRM) is defined as the process of managing detailed information about individual customers and managing all customer "touchpoints" to maximize customer loyalty (Kotler & Keller, 2016). CRM is a customer-focused business strategy with the aim of increasing customer satisfaction, customer loyalty, and ultimately increasing business profitability (Buttle & Maklan, 2019).

According to Payne & Frow (2013), CRM consists of five main processes: (1) strategy development; (2) value creation; (3) multi-channel integration; (4) information management; and (5) performance appraisal. In the context of MSMEs, CRM implementation is often adjusted to the limited resources they have. Several studies show that MSMEs can implement CRM by utilizing digital technology and social media as communication channels with customers (Harrigan et al., 2015; Bhatnagar et al., 2019).

2.2 Customer Satisfaction Index (CSI)

Customer Satisfaction Index (CSI) is a measurement method to determine the overall level of customer satisfaction by considering the level of importance of the attributes measured (Tjiptono & Chandra, 2016). CSI is calculated based on a weighted average of importance and performance scores for each attribute measured.

The CSI method has been widely used in research to measure customer satisfaction in various sectors, including MSMEs. Research by Winarno & Absor (2018) used CSI to measure customer satisfaction with the quality of culinary MSME services and found that customer satisfaction levels are positively correlated with customer loyalty. Similarly, research by Nugraha et al. (2017) used CSI to measure customer satisfaction with the quality of MSME

products and services and found that high levels of customer satisfaction contribute to increased customer retention.

2.3 Importance-Performance Analysis (IPA)

Importance-Performance Analysis (IPA) is an analysis method used to identify the strengths and weaknesses of market offerings by analyzing the level of importance and performance of the attributes being studied (Martilla & James, 1977). The IPA displays attributes in a two-dimensional matrix with four quadrants: Quadrant I (top priority), Quadrant II (maintain achievement), Quadrant III (low priority), and Quadrant IV (excessive probability).

IPA has been used in various studies to evaluate service quality and determine improvement priorities. Research by Saputri et al. (2020) used IPA to evaluate the quality of MSME services and found that attributes located in Quadrant I (top priority) are areas that need immediate attention for improvement. Another study by Andrianto et al. (2022) used science to evaluate the implementation of digital marketing in culinary MSMEs and identify areas that need improvement to increase marketing effectiveness.

2.4 MSME Marketing Strategy

A marketing strategy is a plan that includes long-term goals and determines the scope and direction of an organization and how resources are allocated to achieve those goals (Thompson et al., 2018). For MSMEs, marketing strategies are often limited by limited resources, but with the right approach, MSMEs can take advantage of product uniqueness and proximity to customers as a competitive advantage (Gilmore, 2011).

An effective marketing strategy for MSMEs needs to consider the results of customer satisfaction evaluations. Research by Andrianto et al. (2022) shows that marketing strategies compiled based on customer satisfaction analysis result in increased marketing effectiveness and customer loyalty. Similarly, research by Winarno & Absor (2018) shows that a marketing strategy that focuses on improving attributes that are considered important by customers but have low performance can improve overall customer satisfaction.

3. Proposed Method

3.1. Types of Research

This study uses a quantitative descriptive approach to evaluate CRM performance in Saladin Potato Magic MSMEs. The quantitative descriptive approach was chosen because it is able to provide a systematic picture of the phenomenon being studied based on numerical data that can be measured and analyzed using statistical methods (Creswell & Creswell, 2018). .

3.2. Objects of Research

The research was conducted at MSMEs Saladin Kentang Magic. Data collection was carried out during the period from April to June 2025.

3.3. Data Collection Techniques

1. In-Depth Interview Interviews with management and employees of Saladin Potato Magic using semi-structured interview guidelines.
2. Direct Observation Observation of the service process - ordering, delivery, complaint handling, after-sales service.
3. Questionnaire 30 respondents, purposive sampling. Criteria: at least 2x purchases in the last 6 months. Measure 5 dimensions of service quality.

3.4. Population and Sample

The population in this study is all Saladin Potato Magic customers who have made a purchase transaction at least once in the last six months. The sampling technique uses purposive sampling with the following criteria: (1) customers who have made a purchase at least once in the last six months; (2) customers who have interacted with Saladin Potato Magic customer service; and (3) customers are at least 17 years old. The sample size was determined using the Slovin formula with a 10% error rate, resulting in 100 respondents.

3.5 Research Variables

The variables in this study are CRM attributes which are grouped based on five dimensions of service quality according to Parasuraman et al. (1988), namely:

Table 1. Research Variables Based on SERVQUAL Dimensions

No.	Dimension	Indicator
1.	Tangible	Website/social media display
		Product variety
		Product information
		Packaging quality
2.	Reliability	Product conformity with description
		Delivery timeliness
		Product quality
		Accuracy of information
3.	Responsiveness	Speed of response to questions
		Speed of response to complaints
		Ease of contact via social media
		Availability of contact information
4.	Insurance	Transaction security
		Product quality assurance
		Clarity of payment information
		Product return guarantee
5.	Empathy	Personal attention to customers
		Employee friendliness
		Understanding customer needs
		Ease of giving feedback

3.6. Data collection techniques

Data was collected using questionnaires that were distributed to respondents both online and offline. The questionnaire consists of three parts: (1) respondent profile; (2) assessment of the importance level of CRM attributes; and (3) performance assessment of CRM attributes. The assessment uses a 5-point Likert scale: 1 (very unimportant/very dissatisfied) to 5 (very important/very satisfied). In addition to questionnaires, data was also collected through:

1. Semi-structured interview with the owner and employee of Saladin Potato Magic.
2. Direct observation of the CRM implementation at Saladin Potato Magic.
3. Documentation study of sales data, customer data, and customer interactions through social media.

3.7 CSI and Science Calculation Methods

3.7.1 Perhitungan Customer Satisfaction Index (CSI)

The Customer Satisfaction Index (CSI) is a measurement method used to determine the overall level of customer satisfaction by considering the importance of the attributes being measured. In this study, the calculation of CSI is carried out in the following stages:

a. Calculating Mean Importance Score (MIS)

The Mean Importance Score is the average value of the level of importance for each attribute.

$$MIS = \frac{\sum_{i=1}^{n} Y_i}{n}$$

Information:

- Yi = The value of the importance of the i-i attribute
- n = Number of respondents

b. Calculating Weight Factors (WF)

Weight Factors are the percentage of MIS values per attribute against the total MIS of all attributes.

$$WF = \frac{MIS_i}{\sum_{i=1}^{p} MIS_i} \times 100\%$$

Information:

- MISi = Mean Importance Score attribute to i
- p = Number of attributes

c. Calculating Mean Satisfaction Score (MSS)

The Mean Satisfaction Score is the average value of the performance level for each attribute.

$$MSS = \frac{\sum_{i=1}^{n} X_i}{n}$$

Information:

- Xi = Performance value of the ith attribute
- n = Number of respondents

d. Calculating Weight Score (WS)

Weight Score is the multiplication between WF and MSS. WS = WF × MSS

e. Calculating the Customer Satisfaction Index (CSI)

CSI is calculated by dividing the total Weight Score by the maximum scale used (in this study it is 5)

$$CSI = \frac{\sum_{i=1}^{p} WS_i}{5} \times 100\%$$

Information:

- WSi = Weight Score for the i-i attribute
- 5 = Maximum value on the measurement scale

3.7.2 Perhitungan Importance-Performance Analysis (IPA)

Importance-Performance Analysis (IPA) is a technique to identify attributes that need to be improved or maintained based on importance and performance. This method results in a two-dimensional matrix that divides attributes into four quadrants. The following are the stages of science calculation:

a. Calculating the Average Importance and Performance Score

$$\bar{Y} = \frac{\sum_{i=1}^{n} Y_i}{n}$$

$$\bar{X} = \frac{\sum_{i=1}^{n} X_i}{n}$$

Information:

- Y bar = Average importance score for a given attribute
- X bar = Average performance score for a given attribute
- n = Number of respondents

b. Calculating the Overall Average

$$\bar{\bar{Y}} = \frac{\sum_{i=1}^{p} \bar{Y}_i}{p}$$

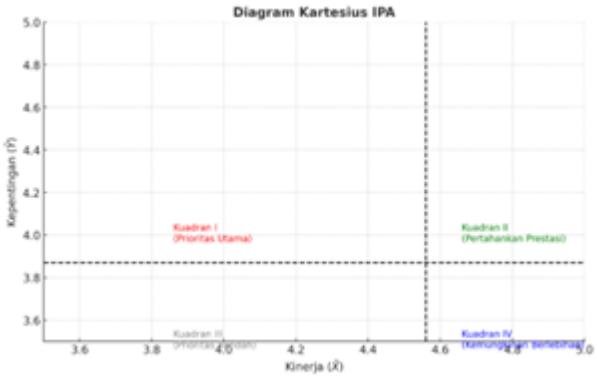
$$\bar{\bar{X}} = \frac{\sum_{i=1}^{p} \bar{X}_i}{p}$$

Information:

- Y = Average overall importance score
- X = Average overall performance score
- p = Number of attributes

c. Creating a Cartesian Diagram

The cartesian diagram is created with the X-axis representing the performance score and the Y axis representing the importance score. The point of intersection of the two axes is the overall average value for importance and performance.



d. Placing Attributes into Quadrants

Each attribute is placed in a cartesian diagram based on its average value of importance and performance. This diagram divides attributes into four quadrants:

- Quadrant I (Primary Priority): Attributes of high importance but low performance.

$$(\bar{Y}_i > \overline{\overline{Y}} \text{ dan } \bar{X}_i < \overline{\overline{X}})$$

- Quadrant II (Maintain Achievement): High-importance and high-performance attributes

$$(\bar{Y}_i > \overline{\overline{Y}} \text{ dan } \bar{X}_i > \overline{\overline{X}})$$

- Quadrant III (Low Priority): Attributes of low importance and low performance

$$(\bar{Y}_i < \overline{\overline{Y}} \text{ dan } \bar{X}_i < \overline{\overline{X}})$$

- Quadrant IV (Excessive Probability): Attributes of low importance but high performance

$$(\bar{Y}_i < \overline{\overline{Y}} \text{ dan } \bar{X}_i > \overline{\overline{X}})$$

4. Results and Discussion

This study, which aims to evaluate the performance of Saladin Kentang Magic MSME CRM using the CSI and IPA approaches, succeeded in collecting data from 100 customer respondents who met the inclusion criteria. The questionnaire shared measured respondents' perception of the level of importance and performance of 20 CRM attributes grouped into five dimensions of service quality: tangible, reliability, responsiveness, assurance, and empathy. The data analysis conducted resulted in important findings that will be discussed in detail below.

4.1. Figures and Tables

Respondents' demographic data showed a diverse distribution. The majority of respondents were women (62%), while 38% were male respondents. In terms of age, the 21-30 year old age group dominated with a percentage of 45%, followed by the 31-40 year old age group (28%), the age group under 20 years old (15%), and the age group over 40 years old (12%).

In terms of employment, the composition of respondents consisted of private employees (38%), students/students (32%), entrepreneurs (18%), civil servants (8%), and other occupations (4%). The frequency of respondents' purchases in the last 6 months was dominated

by 1-2 purchases (52%), followed by 3-4 purchases (35%), and purchases more than 4 times (13%).

4.2. Analysis Customer Satisfaction Index (CSI)

CSI measurement is done by calculating the Mean Importance Score (MIS), Weight Factors (WF), Mean Satisfaction Score (MSS), and Weight Score (WS) for each CRM attribute. The results of the calculation are shown in Table 2.

Table 2. Customer Satisfaction Index (CSI) Calculation Results

Yes	CRM Attributes	MIS	WF (%)	MSS	WS
	Dimensi Tangible				
1	Attractive web-site/social media dis-play	4.32	5.21	3.84	0.2
2	Diverse product vari-ety	4.56	5.5	4.22	0.232
3	Complete product information	4.48	5.4	3.95	0.213
4	Good packaging quality	4.29	5.17	4.01	0.207
	Reliability Dimensions				
5	Product conformity with description	4.67	5.63	4.08	0.23
6	Delivery timeliness	4.53	5.46	3.88	0.212
7	Consistent product quality	4.78	5.76	4.35	0.251
8	Accuracy of product information	4.41	5.32	3.96	0.211
	Dimensi Responsiveness				
9	Speed of response to questions	4.39	5.29	3.75	0.198
10	Speed of response to complaints	4.63	5.58	3.52	0.196
11	Ease of contact via social media	4.71	5.68	3.48	0.198
12	Clear availability of contact information	4.25	5.12	3.89	0.199
	Dimensi Assurance				
13	Transaction security	4.7	5.67	4.15	0.235
14	Product quality as-surance	4.64	5.59	4.09	0.229
15	Clarity of payment information	4.38	5.28	4.02	0.212
16	Defective product return guarantee	4.49	5.41	3.86	0.209

		Dimensi Empathy			
17	Personal attention to customers	4.22	5.09	3.91	0.199
18	Employee friendliness	4.54	5.47	4.28	0.234
19	Understanding customer needs	4.33	5.22	3.87	0.202
20	Ease of giving feedback	4.3	5.18	3.81	0.197
Total	82.93	100	3.842		

CSI = (Total WS / 5) × 100% = (3.842 / 5) × 100% = 76.83%

A CSI value of 76.83% indicates the overall level of customer satisfaction with the CRM implementation at Saladin Potato Magic is in the "satisfied" category (being in the range of 66% - 80%). These results indicate that in general customers are satisfied with the services provided, but there is still room for improvement in CRM performance to reach the "very satisfied" category (>80%).

The tangible dimension has a total WS of 0.852, with the attribute "diverse product variation" having the highest value (WS=0.232). The reliability dimension shows a total WS of 0.904, with the attribute "consistent product quality" having the highest value (WS=0.251). The responsiveness dimension has the lowest total WS of 0.791, with all attributes having a WS value below 0.2. The assurance dimension shows a total WS of 0.885, with the attribute "transaction security" getting the highest value (WS=0.235). The empathy dimension had a total WS of 0.832, with the attribute "employee friendliness" getting the highest score (WS=0.234).

4.3 Importance-Performance Analysis (IPA)

An IPA analysis is conducted to identify CRM attributes that need to be prioritized for improvement. The results of the calculation of the average value of importance level and performance for each attribute are shown in Table 3.

Table 3. Results of Calculation of Average Interest and Performance Levels

No	CRM Attributes	Interests	Performance
	Dimensi Tangible		
1	Attractive website/social media display	4.32	3.84
2	Diverse product variety	4.56	4.22
3	Complete product information	4.48	3.95
4	Good packaging quality	4.29	4.01
	Reliability Dimensions		
5	Product conformity with description	4.67	4.08
6	Delivery timeliness	4.53	3.88

7	Consistent product quality	4.78	4.35
8	Accuracy of product information	4.41	3.96
	Dimensi Responsiveness		
9	Speed of response to questions	4.39	3.75
10	Speed of response to complaints	4.63	3.52
11	Ease of contact via social media	4.71	3.48
12	Clear availability of contact information	4.25	3.89
	Dimensi Assurance		
13	Transaction security	4.7	4.15
14	Product quality assurance	4.64	4.09
15	Clarity of payment information	4.38	4.02
16	Defective product return guarantee	4.49	3.86
	Dimensi Empathy		
17	Personal attention to customers	4.22	3.91
18	Employee friendliness	4.54	4.28
19	Understanding customer needs	4.33	3.87
20	Ease of giving feedback	4.3	3.81
	Overall Average	4.43	3.95

The average value of the overall interest level is 4.43 and the average value of the overall performance level is 3.95. This value is used as an axis on the science cartesian diagram to divide the attributes into four quadrants. A diagram of the cartesian science is shown in Figure 2.

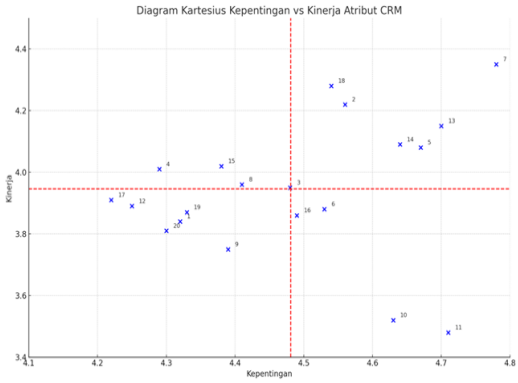


Figure 2. Diagram Kartesius Importance-Performance Analysis.

4.3.1 Quadrant I (Priority - Concentrate Here)

Quadrant I contains attributes that are considered important by customers but still have low performance. The attributes included in this quadrant are:

a. Speed of response to complaints (10 attributes)
b. Ease of contact via social media (attribute 11)
c. Timeliness of delivery (attribute 6)
d. Defective product return guarantee (16 attributes)

These attributes are top priorities for improvement. Customers consider the ease of contact through social media and speed of response to complaints to be very important in their interaction with Saladin Potato Magic, but the performance of MSMEs in these two attributes still does not meet expectations. The ease of contact through social media earned an importance score of 4.71 (one of the highest) but a performance score of only 3.48 (the second lowest). Likewise, the speed of response to complaints has an importance score of 4.63 but a performance score of only 3.52 (the third lowest).

4.3.2 Quadrant II (Keep Up the Good Work)

Quadrant II contains attributes that are considered important by customers and their performance is also good. The attributes included in this quadrant are:

a. Diverse product variety (attribute 2)
b. Consistent product quality (7 attributes)
c. Product conformity with description (attribute 5)
d. Transaction security (13 attributes)
e. Product quality assurance (14 attributes)
f. Employee friendliness (18 attributes)

These attributes are the strength of Saladin Potato Magic MSMEs and need to be maintained in performance. Consistent product quality earned the highest importance score (4.78) and the highest performance score (4.35). The diverse variety of products and employee-friendliness also earned high performance scores, 4.22 and 4.28, respectively.

4.3.3 Quadrant III (Low Priority)

Quadrant III contains attributes that are considered less important by customers and also have low performance. The attributes included in this quadrant are:

a. Attractive website/social media display (attribute 1)
b. Speed of response to questions (9 attributes)
c. Clear availability of contact information (attribute 12)
d. Personal attention to customers (attribute 17)
e. Understanding customer needs (attribute 19)
f. Ease of providing feedback (attribute 20)

These attributes don't need to get top priority in the allocation of resources for improvement. Nonetheless, MSMEs still need to maintain minimal performance on these attributes to prevent an overall decline in customer satisfaction.

4.3.4 Quadrant IV (Possible Overkill)

Quadrant IV contains attributes that are considered less important by customers but are performing well. The attributes included in this quadrant are:

- **a.** Complete product information (attribute 3)
- **b.** Good packaging quality (4 attributes)
- **c.** Accuracy of product information (8 attributes)
- **d.** Clarity of payment information (15 attributes)

MSMEs need to consider allocating some of the resources from these attributes to attributes in Quadrant I that require urgent improvement. However, it should be noted that performance reductions in these attributes should not be too significant as they can affect overall customer satisfaction.

4.4 Analysis per Service Quality Dimension

4.4.1 Dimensi Tangible

The tangible dimension generally performs quite well with an average performance score of 4.01, slightly above the overall average (3.95). Diverse product variety is a major strength in this dimension (performance score 4.22), while attractive website/social media displays have the lowest performance score (3.84). Although social media displays are in Quadrant III (low priority), small improvements in this aspect can make a positive first impression on potential new customers.

4.4.2 Reliability Dimensions

The reliability dimension shows good performance with an average performance score of 4.07, the highest among all dimensions. Consistent product quality is a major strength (performance score of 4.35), while punctuality of delivery has the lowest performance score (3.88) and is included in Quadrant I (top priority). Improvements in the delivery and logistics systems need to be a focus to improve overall customer satisfaction.

4.4.3 Dimensi Responsiveness

The responsiveness dimension shows the lowest performance with an average performance score of 3.66, well below the overall average (3.95). Two attributes in this dimension are in Quadrant I (top priority): ease of contact via social media (performance score 3.48) and speed of response to complaints (performance score 3.52). This dimension requires serious attention and investment of resources for improvement, given the high level of importance placed by customers on these attributes.

4.4.4 Dimensi Assurance

The assurance dimension showed a fairly good performance with an average performance score of 4.03, above the overall average. Transaction security was the main strength (performance score 4.15), while the guarantee of return of defective products had the lowest performance score (3.86) and was included in Quadrant I (top priority). Increasing transparency and ease in the process of returning defective products needs to be the focus of improvement.

4.4.5 Dimensi Empathy

The empathy dimension shows moderate performance with an average performance score of 3.97, slightly above the overall average. Employee friendliness is the main strength (performance score 4.28) and is included in Quadrant II (maintain achievements). Other attributes in this dimension are mostly in Quadrant III (low priority), indicating that customers may be more concerned with aspects of the product and service than with personal interactions.

4.5 Implications for the Marketing Strategy of MSMEs Saladin Potato Magic

The results of CRM performance evaluations provide a solid foundation for formulating more effective and customer-oriented marketing strategies. Some of the strategic implications that can be implemented are as follows:

4.5.1 Strengthening Social Media Management

The finding that ease of contact through social media is in Quadrant I (top priority) with a significant performance-interest gap (-1.23) indicates the need to strengthen social media management. Strategies that can be implemented include:

- **a.** A dedicated social media admin appointee who is responsible for responding quickly to customer messages and comments.
- **b.** Setting a response time standard (for example, a maximum of 2 hours for business hours and 12 hours for outside business hours).
- **c.** Creation of FAQs on social media bio to facilitate self-service by customers.
- **d.** Utilize the auto-reply feature to provide an automatic initial response that notifies customers that their message has been received and will be acted upon immediately.
- **e.** Training employees in social media management to improve digital communication skills.

4.5.2 Improvement of the Complaint Handling System

The speed of response to complaints was also in Quadrant I with a large performance-interest gap (-1.11). Improvements in this aspect can be made through:

- **a.** Development of a complaint tracking system that allows real-time monitoring of the status of complaint handling.
- **b.** Establishment of standard procedures for handling different types of complaints, including clear delegation of responsibilities.
- **c.** Employee training in handling complaints with an empathetic and solution-oriented approach.
- **d.** Implement feedback loops to ensure the same complaints don't happen in the future.
- **e.** Providing compensation or special offers for customers who experience problems as a form of service recovery.

4.5.3 Optimization of the Delivery System

The timeliness of delivery is in Quadrant I, indicating the need for improvements in the logistics aspect. Strategies that can be implemented include:

- **a.** Partnerships with more reliable delivery services or diversification of delivery partners to anticipate surge in demand.
- **b.** Implementation of a real-time tracking system that is accessible to customers.
- **c.** Setting more realistic delivery time estimates to manage customer expectations.
- **d.** Periodic evaluation of the performance of delivery partners and policy adjustments based on the results of the evaluation.

4.5.4 Product Return Policy Enhancements

The guarantee of the return of defective products is included in Quadrant I, indicating the need for improvement in this aspect. Strategies that can be implemented include:

- **a.** Clear and easy-to-understand return policy creation.
- **b.** Proactive communication regarding return policy at the time of purchase.
- **c.** Simplify the return claim process.
- **d.** Training employees in handling return claims professionally and empathically.

4.5.5 Maintaining Competitive Advantage

The results of the IPA analysis show that product variety, consistent product quality, and employee friendliness are the competitive advantages of Saladin Potato Magic MSMEs. To maintain this advantage, strategies that can be implemented include:

- **a.** Continuous product innovation to enrich the variety offered, for example by developing new flavor variants or special packaging for specific occasions.
- **b.** Implementation of a strict quality control system to ensure product quality consistency.
- **c.** Continuous training for employees in terms of product knowledge and customer service excellence.
- **d.** Leveraging these advantages in marketing communication, for example by highlighting positive customer testimonials related to product and service quality.

4.5.6 Rationalization of Resources in the "Possible Overkill" Area

Attributes in Quadrant IV (excessive probability) such as complete product information, good packaging quality, accuracy of product information, and clarity of payment information get a fairly high performance score even though it is considered not very important by customers. MSMEs can consider to:

- **a.** Evaluate investments in these aspects and allocate some resources to areas that need urgent improvement.
- **b.** Maintain minimum standards that still meet customer expectations without over-investing.

c. Conduct periodic monitoring to ensure that the reduction in focus on these areas does not negatively impact overall customer satisfaction.

4.6 Marketing Program Recommendations Based on CRM Evaluation Results

Based on the results of the CRM performance evaluation, some specific marketing programs that can be implemented by Saladin Potato Magic MSMEs are:

4.6.1 "Quick Response" Program

a. Implementation of chatbots on social media to provide 24/7 automated responses.
b. Establishment of a dedicated customer service team with shift splitting to ensure wider customer service coverage.
c. Determination of a maximum response KPI of 2 hours for all customer questions and complaints.

4.6.2 Program "Delivery Excellence"

a. Exclusive partnerships with specific delivery services with clear service level agreements.
b. Implementation of a real-time notification system for delivery status updates.
c. Compensation (e.g., discounts on subsequent purchases) if delivery is late than the promised time.

4.6.3 Program "Customer Guarantee"

a. Creation of a "100% Satisfaction Guarantee" policy that guarantees product returns or refunds if customers are not satisfied.
b. Simplify the claim process with an easy-to-access online form.
c. Proactive communication regarding this guarantee in every marketing material.

4.6.4 Program "Product Innovation"

a. Launch of new product variants every quarter based on customer feedback.
b. Collaborate with other culinary MSMEs to create attractive product bundling.

4.6.5 Program "Loyalty Rewards"

a. Implementation of a reward points system for every purchase.
b. The "Refer-a-Friend" program with incentives for customers who successfully refer new customers.
c. Providing exclusive access to limited products or special promos for loyal customers.

4.6.6 Program "Feedback Loop"

a. Regular (quarterly) customer satisfaction surveys to track service improvements.
b. Implementation of a "Voice of Customer" program that actively seeks and analyzes customer feedback from various channels.
c. The publication "You Said, We Did" which shows the concrete response of MSMEs to customer input.

The implementation of the above programs is expected to improve the overall performance of Saladin Potato Magic MSME CRM, especially in areas that are priority for improvement based on science analysis.

5. Conclusion

This study produces Customer Relationship Management (CRM) performance at Umme Saladin Magic Potatoes using the Customer Satisfaction Index (CSI) approach and the scientific approach. The results of the analysis show that the level of customer satisfaction is in the high category, which indicates the effectiveness of the company's CRM strategy implementation. The scientific approach also makes a significant contribution in identifying key variables that affect customer satisfaction, such as service quality, communication, and complaint handling. The strategic implications of these findings indicate that companies need to maintain and develop data-based CRM strategies to increase customer loyalty and market competitiveness. Thus, the integration of quantitative evaluation through CSI and qualitative analysis through the scientific approach has proven to be an effective tool in developing sustainable and customer-oriented marketing strategies.

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