Abstract

PT Bank Mandiri (Persero), is a banking company that always gives the best services to their customers to maintain customer loyalty and customer satisfaction. There are many Customer Relationship Management (CRM) practices have been implemented to reach that goal. The Top Level Management has difficult to find a way to measure the performance of CRM practices. Because each CRM practice involved various elements to support each other, such as, organizational performance, Information Technology infrastructure, the process and customer. Therefore, it needs to conduct a research to be able to measure performance of all factors in CRM practices.

CRM consultants, and several academics specializing in CRM introduce methods to measure performance of CRM practices in a company, called CRM Scorecard. CRM Scorecard is a framework for performance measurement with ability to diagnose and evaluate CRM practices that has been implemented by a company, both from financial and non-financial aspect. This research using the CRM Scorecard framework develop by Hyung-Su Kim and Young-Gul Kim (2007). This CRM Scorecard
framework has several perspective, such as Organizational performance perspective, Customer perspective, Process perspective and Infrastructure perspective. Each perspective consists of various factors, each factor will be evaluated using several methods such as financial report analysis, customer survey, the top level management interview etc. The results of this CRM Scorecard measurement will be analyzed using Analytic Hierarchy Process (AHP) and Expert Choice software.

This research produces CRM Scorecard measurement instruments and an AHP model made using Expert Choice software. This combination will make the top level management easier to make analysis such as pairwise comparison that will produces sensitivity graphs and synthesis graph. Finally, these graphs will represent the relevance and influence of each factor in performance measurements of CRM practices.

Key words: Customer Relationship Management (CRM), performance measurement, CRM Scorecard, Analytic Hierarchy Process (AHP), corporate banking.