

# Implementation of the MARCO Application as a Digital Customer Relationship Management Strategy at PT Terminal Teluk Lamong”

Novenya Rahmadani <sup>1</sup>, Acep Samsudin <sup>2</sup>

<sup>1</sup> UPN “Veteran” Jawa Timur, Surabaya, Indonesia, [novenya.illy96@gmail.com](mailto:novenya.illy96@gmail.com)

<sup>2</sup> UPN “Veteran” Jawa Timur, Surabaya, Indonesia, [acep.samsudin.adbis@upnjatim.ac.id](mailto:acep.samsudin.adbis@upnjatim.ac.id)

Corresponding Author Email: [novenya.illy96@gmail.com](mailto:novenya.illy96@gmail.com)

## ABSTRACT

**Received** : 4 July 2025  
**Accepted** : 2 August 2025  
**Published** : 21 September 2025

### Keywords:

*Customer Relationship Management, Digital Strategy, Business performance, MARCO Application, PT Terminal Teluk Lamong*

This study aims to analyze the implementation of the MARCO application as a digital Customer Relationship Management (CRM) strategy to improve the business performance of PT Terminal Teluk Lamong. A descriptive qualitative approach was used, with data collection techniques including interviews, observation, documentation, and literature review. The research findings show that the MARCO application helps the company enhance operational efficiency, customer satisfaction and loyalty, as well as revenue growth. MARCO serves as a digital solution capable of systematically recording, monitoring, and following up on customer feedback. However, some challenges remain, such as the lack of system integration across internal units. This study concludes that MARCO plays a strategic role in supporting CRM and strengthening the business performance of a digitally-driven port company.

## INTRODUCTION

Digital transformation has become a primary need in modern business management, especially in maintaining customer relationships. Although digital transformation has emerged as a critical enabler of efficiency, innovation, and competitiveness in business management, much of the existing research has primarily concentrated on the technological dimension. Prior studies have highlighted the role of digital tools, platforms, and infrastructures in reshaping business models, yet less attention has been given to the organizational and human aspects such as leadership mindset, employee digital literacy, and cultural readiness. Furthermore, most of the literature heavily emphasizes large corporations in developed economies, leaving limited insights into how small and medium enterprises (SMEs), particularly in emerging markets, navigate the complexities of digital transformation.

PT Terminal Teluk Lamong, as one of Indonesia's modern port terminals, is developing the MARCO (Monitoring and Reviewing Customer Performance) application to strengthen its Customer Relationship Management (CRM) strategy. This application is designed to systematically manage customer data and support data-driven decision-making. The main objective of this research is to determine how the implementation of the MARCO application contributes to improving the company's business performance.

The development of digital technology has transformed the global business landscape, including how companies build and manage relationships with customers. In this era, Customer Relationship Management (CRM) has become a crucial strategy for creating added value for companies by effectively and sustainably managing customer relationships. CRM

not only focuses on increasing transactions but also emphasizes the importance of understanding customer needs, building trust, and providing personalized service.

In the context of maritime business, PT Terminal Teluk Lamong (TTL), as Indonesia's first semi-automated port, faces complex challenges in managing customer relationships. To address these challenges, TTL developed the MARCO (Monitoring and Reviewing Customer Performance) application as a digital CRM initiative aimed at managing customer interactions, recording needs, and designing structured follow-ups. MARCO is becoming an essential tool for recording visitor data, monitoring customer performance, and making data-driven strategic decisions.

The implementation of MARCO is believed to be capable of increasing operational efficiency, customer satisfaction and loyalty, as well as company revenue growth. However, in practice, there are several constraints such as the sub-optimal integration of systems between divisions, which hinders the effective utilization of the application across the board. Therefore, this research is important to conduct in order to determine the extent to which the MARCO application can contribute to the business performance of TTL.

## LITERATURE REVIEW

### 1. *Strategic Management*

Campobasso & Boscia (in Sanjaya et al., 2024) state that strategic management is systematically designed to have a positive long-term impact on the company. According to Ganjar Nugraha (2025), strategic management includes analyzing the internal and external environment to design appropriate strategies.

### 2. *Digital Strategy*

Digital strategy is a business approach that leverages digital technology to create added value, improve efficiency, and expand markets. According to Haikal Ramdhan and Siva Aripin (2024), digital strategies enable companies to understand consumer behavior through data analysis and make informed decisions.

### 3. *Customer Relationship Management*

CRM is a comprehensive strategic approach to managing long-term customer relationships, focusing on creating mutual value. According to Akhavan in Suradi (2021), CRM integrates marketing, sales, customer service, and supply chain management functions for efficiency and effectiveness.

### 4. *Business Performance*

Business performance reflects a company's ability to achieve its goals efficiently and effectively. According to Arek Terpilowski (2022), business performance encompasses the optimal management of resources to achieve measurable goals. Jauch and Glueck (in Soares, 2023) link business performance to indicators such as sales levels, profits, ROI, and market share.

## METHOD

The approach used in this study is a descriptive qualitative approach, with the aim of deeply understanding social phenomena, specifically regarding the utilization of MARCO in digital CRM strategies. With a primary focus on the following 4 key business performance indicators:

1. Operational Efficiency
2. Customer Satisfaction
3. Customer Loyalty
4. Revenue Growth

This research was conducted by collecting credible data through interviews and the company reports.

## RESULT

The research results indicate that the implementation of the MARCO application at PT Terminal Teluk Lamong positively contributes to improving the company's business performance. This application successfully improved operational efficiency, customer satisfaction and loyalty, and revenue growth.

### 1. *Operational Efficiency*

From an operational efficiency perspective, MARCO becomes a digital tool capable of documenting all customer interactions in real-time, from official visits and service requests to follow-up actions. This replaces the previous manual recording system, which was prone to loss and not well documented. With the interactive dashboard, management can easily monitor service status, analyze customer needs, and quickly respond to any potential constraints that arise. This response speed gives MARCO an advantage in supporting strategic decision-making at the operational and commercial levels.

## 2. Customer Satisfaction

In terms of customer satisfaction, the MARCO application allows for recording not only formal interactions like meetings, but also informal conversations such as chats during coffee breaks. All those notes were then converted into an action plan that involved assigning a PIC (Person In Charge) and setting a follow-up timeline. This process creates transparency in handling customer feedback and increases customer trust in the company. As a result, customers feel heard and served in a more personal and professional manner.

## 3. Customer loyalty

Customer loyalty also increased after using MARCO. Customers who felt cared for showed long-term commitment and even recommended PT Terminal Teluk Lamong's services to their business partners. MARCO plays a role in strengthening long-term relationships with customers through its contract monitoring system, which covers both annual contracts based on shipping agents and one-time contracts based on vessels. Service responsiveness and the reliability of the contractual system encourage customers to repeatedly use terminal services.

## 4. Revenue Growth

From a revenue growth perspective, the implementation of MARCO has a direct impact on increasing container handling volume. Operational data shows that since MARCO was implemented in 2022, cargo handling volume has increased from 817,215 TEUs (2022) to 892,324 TEUs (2024). This growth reflects the increasing number of successful customer contracts secured, both from new customers and renewals of existing contracts. This increase indicates that the digital CRM strategy through MARCO is effective in strengthening the company's commercial performance.

Table 1. Volume every year

Year	Volume
2021	780,160/Teus
2022	817,215/Teus
2023	853,140/Teus
2024	892,324/Teus

There are challenges in the implementation of MARCO, particularly in the aspect of system integration. Currently, MARCO is not fully integrated with other systems like FLASH, which is a customer complaint handling application used by other operational and technical units. This limited integration means that the customer reporting and problem-solving processes are not yet automated and comprehensive. Additionally, there is still functional overlap with other applications used within PT Terminal Teluk Lamong's environment, necessitating further evaluation and development to ensure interoperability between systems.

Overall, MARCO has been a digital innovation that has had a significant impact on improving the quality of customer service and the company's business performance. Despite still facing technical challenges, the existence of this application is proof of the success of the digital CRM strategy in the dynamic and competitive port business environment.

## DISCUSSION

The results of this study indicate a strong correlation between the implementation of the MARCO application as a digital Customer Relationship Management (CRM) strategy at PT Terminal Teluk Lamong and improved business performance. The research results presented earlier indicate that MARCO significantly contributes to operational efficiency, customer satisfaction, customer loyalty, and company revenue growth. These findings are consistent with the theoretical concepts explained in the literature review.

### 1. Efficiency:

MARCO has met the company's need to manage customer data in a structured, fast, and accurate manner. This strengthens the opinion of Susanto et al. (2024) that digitizing internal processes can speed up decision-making and improve operational effectiveness. Before MARCO, the process of recording customer data was done manually and unsystematically. With the presence of MARCO, the entire interaction process is recorded digitally and in real-time, allowing management to follow up on customer needs more effectively. This efficiency directly

impacts increased productivity of the commercial team and the company's ability to respond dynamically to the market.

2. **Customer Satisfaction:**

MARCO serves as a tool capable of bridging communication between the company and customers in a more systematic and documented manner. This proves that digital CRM can enhance customer experience through a more personalized approach, as stated by Fatimah (2025), who mentioned that a CRM system integrated with real-time data and two-way communication can significantly improve the quality of customer service. MARCO not only records customer needs but also provides follow-up features such as setting action plans, assigning PICs, and setting implementation timelines, which fosters transparency and builds customer trust in the company.

3. **Customer Loyalty:**

as a further consequence of satisfaction, this is also reflected in the results of this study. Customers who feel they are served quickly, accurately, and that their contributions are valued are more likely to maintain long-term business relationships. This finding aligns with Kotler's (2021) opinion that customer loyalty can be enhanced through consistent service programs that are customer-needs oriented. MARCO allows companies to map interaction patterns and customer needs history, making service approaches more proactive and relevant. Even satisfied customers not only stay but also provide positive recommendations that can attract new customers.

4. **Revenue Growth:**

MARCO contributes to increased customer contract volume, from both new contracts and existing contract renewals. This is reflected in the increased volume of container unloading during the MARCO implementation period (2022–2024). This increase serves as an indicator of the success of CRM strategies in driving business growth, as Agustina (2024) emphasizes that effective CRM supports sharper segmentation and marketing strategies, thereby contributing to the company's economic growth.

## CONCLUSION

The MARCO (Monitoring and Reviewing Customer Performance) application has been implemented by PT Terminal Teluk Lamong as part of its digital Customer Relationship Management (CRM) strategy. MARCO serves as a tool to assist Key Account Managers in bridging communication, recording customer needs, monitoring business contracts, and digitally and in real-time mapping customer behavior. Operational efficiency increased because the recording and coordination processes became faster and more integrated. Customer satisfaction increased because every customer input and need was well documented and followed up on. Customer loyalty is built through responsive, professional, and personalized service. Revenue growth is maintained through business strategy choices.

## References

- Agustina, K. (2024, September 9). CRM dan Pemasaran Digital: Kombinasi Sempurna untuk Pertumbuhan Bisnis. Ematic Solutions. <https://www.ematicsolutions.com/id/crm-untuk-bisnis/>
- Alida, A. P., & Sulastiningsih. (2024). Pengaruh profitabilitas terhadap nilai perusahaan dengan corporate social responsibility sebagai variabel moderating (Studi pada perusahaan pertambangan sektor logam dan mineral). *Jurnal Riset Akuntansi dan Bisnis Indonesia*, 4(1), 59–69. <https://doi.org/10.32477/jrabi.v4i1.945>
- Febry Prima Sanjaya, et al, (2023). Pengaruh adopsi teknologi digital dan strategi pemasaran online terhadap kinerja bisnis dalam kewirausahaan di Indonesia , *Dialektika: Jurnal Ekonomi*, 9(1), 2-4. <https://doi.org/10.36636/dialektika.v9i1.3491>
- Ivosight, (2024). CRM System: Cara memperkuat hubungan pelanggan dan meningkatkan retensi. Ivosights. <https://ivosights.com/read/artikel/crm-system-cara-memperkuat-hubungan-pelanggan-dan-meningkatkan-retensi>
- Kusuma, I. A., Afifah, F. D. N., Ruba, M. G., & Utama, Y. Y. (2023). Analisis manajemen digital dalam mengoptimalkan kinerja bisnis.

- Proceedings of Islamic Economics, Business, and Philanthropy, 2 (1), 11–23.
- Nurdin, A. K., & Nasito, M. (2023). Pengaruh kualitas pelayanan terhadap daya saing bisnis dan kinerja bisnis pada PT. Trans Jogja. *Selekta Manajemen: Jurnal Mahasiswa Bisnis & Manajemen*, 2(2), 216–226. <https://journal.uui.ac.id/selma/index>
- Prasetyo, A. H., & Nugroho, R. A. (2023). Strategi Customer Relationship Management untuk meningkatkan retensi pelanggan di era digital. *Jurnal Riset Manajemen dan Bisnis*, 3(1), 216–226. <https://doi.org/10.62951/repeater.v3i1.369>
- Ramdhan, A., & Aripin, M. (2024). Strategi digital untuk bisnis: Pendekatan praktis dan implementasi di industri 4.0. *Jurnal Abdi*, 6(2), 45–58.
- Samrah. (2024). *Implementasi Customer Relation Management (CRM) dalam memberikan pelayanan pada PT. Ranum Jaya Abadi Kabupaten Sidrap*. Institut Agama Islam Negeri Parepare.
- Satria, F. (2023). *Implementasi Customer Relationship Management (CRM) dalam mempertahankan dan meningkatkan jumlah nasabah pada Bank Syariah Indonesia Banda Aceh*. Universitas Islam Negeri Ar-Raniry Banda Aceh.
- Soares, A. da C. (2023). The Effect of Business Strategy on Business Performance Moderated by Environmental Dynamics (Study on SMEs in Timor Leste). *International Journal of Multicultural and Multireligious Understanding*, 10(1), 352–364. <https://doi.org/10.18415/ijmmu.v10i1.4401>
- Suradi. (2021). Pengaruh Customer Relationship Management (CRM) terhadap Performa Bisnis. *Business Perspective Journal*, 1(2). <https://jurnal.utb.ac.id/index.php/bpj/issue/view/129/41>
- Sutanto, H., Jumaedi, J., Nurhaliza, E., & Mardiah, A. (2024). Pengaruh adopsi teknologi digital dan strategi pemasaran online terhadap kinerja bisnis dalam kewirausahaan di Indonesia. *Sanskara Ekonomi dan Kewirausahaan*, 3(1), 53–66. <https://doi.org/10.58812/sek.v3i01.467>
- Utami, B., & Sudarmiatin. (2022). *The Impact of CRM on Business or MSME Performance: A Literature Review*. *Jurnal Ilmiah Riset Manajemen*, 11(1), 67–78.
- Wahyono, D., & Daisyah, V. N. (2023). Pemetaan tema penelitian tentang manajemen strategi dan pemasaran: Analisis bibliometrik. *Dialektika: Jurnal Ekonomi*, 9(1), 1–15. <https://doi.org/10.36636/dialektika.v9i1.3491>
- Wijaya, Hery Derajad (2023). Pengaruh CRM terhadap kepuasan pelanggan dan Kinerja Perusahaan. *EKOMA: Jurnal Ekonomi, Manajemen, dan Akuntansi*, 3(4), 123–135. <https://ulilalbabinstitute.id/index.php/EKOM A/article/view/326>