Influence of Three Ways Strategy and Implementation of Customer Relationship Management on the IndiHome Customers’ Interest

Yonanda Dewantoro and Suraya Mansur

ABSTRACT

PT Telkom has a specific strategy to dominate the market and attract customers to keep using IndiHome as the first choice for internet access. This research aims to study how the Three Ways strategy and Customer Relationship Management (CRM) influence the IndiHome customers’ interest in the Tangerang City Region. The communication theory examined in this research is the stimulus-response theory. It is the development of social learning theory. Besides, this research also examines the theories of Three Ways of Marketing: Public Relations, Customer Relations Management, and Customer Interest. The paradigm of this research is a positivistic paradigm through a quantitative approach. This research uses a survey method. The data collection technique uses questionnaires distributed to 386 respondents living in Tangerang City. The data analysis technique uses multiple regression with hypothesis testing using the t and F-tests. The analysis results show an influence of the Three Ways strategy and implementation of CRM on Indihome customers’ interest.

Keywords: CRM, interest, IndiHome, Three Ways.

I. INTRODUCTION

Indonesia is one of the countries with the largest telecommunications sector market. This is due to the rapid development of internet users per year. On the other hand, there is a change in data-based services in communications. Data from APJII (Association of Indonesian Internet Service Providers) show that in 2017, there were around 143.26 million Internet users or around 54.68% of the total Indonesian population. This figure increased by 8% from the previous year (132.7 million) (SDPPI Research and Development Center, 2018).

Some cable internet service providers such as BizNetHome, First Media, MNC Play, and MyRepublic are IndiHome’s competitors. Its competitors for middle and upper-class customers in Jabodetabek are MNC Play and MyRepublic. Meanwhile, the one operating in Java and Bali is BizNet as a corporate segment. Also, other providers like XL Axiata and Indosat have expanded their services through XL Home and Indosat GIG products (Telkom Indonesia, 2020).

Several characteristics of segmentation services are fixed voice, fixed broadband, IP-TV, and digital services promoted by IndiHome. In 2021, there are 7.3% of IndiHome subscribers compared to the previous year (8.0 to 8.6 million). Its ARPU is 270 thousand subscribers, which is better than previously recorded (249 thousand). This increase was due to many customers who upgraded their bandwidth capacity during the pandemic. It is because they need more entertainment while staying at home, increased sales of content, and the addition of other add-ons (Telkom Indonesia, 2020).

A company can earn maximum results with an on-target marketing planning system. It can also maximize its benefits effectively and efficiently. Marketing communication is a strategy to inform and convey messages to consumers directly and indirectly regarding the product to be promoted (Asse, 2018; Wibowo, 2021). Marketing public relations (MPR) is one of the planning and evaluation processes done by a company using effective communication to make customers find various information related to products according to their needs (Chayadi et al., 2021).

PT Telkom has run a strategy to dominate the market and attract customers to remain using IndiHome as their first choice for accessing the internet. They have a broad scope of the Indonesian internet network engaged in the telecommunications sector. This will be the main attraction for every consumer to always use Indihome products due to the quality and breadth of the network provided.

Data obtained by the researchers from interviews with PT Telkom in the Tangerang area in 2021 with Mr. Nandi as HCM Manager for the Tangerang City Region show that customers in the Tangerang region include those living in Tangerang City, Tangerang Regency, and South Tangerang (see Table I). There are...
139,547 customers in South Tangerang, 106,683 customers in Tangerang City, and 83,556 customers in Tangerang Regency (results of the interview with PT Telkom for the Tangerang region in 2021 with Mr. Nandi as the HCM Manager for the Tangerang City Region).

<table>
<thead>
<tr>
<th>No</th>
<th>Area</th>
<th>New Install Customer in 2021</th>
<th>Disconnection of Customer in 2021</th>
<th>Total Customer in 2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Cikokol</td>
<td>409</td>
<td>68</td>
<td>7,152</td>
</tr>
<tr>
<td>2</td>
<td>Cipondoh</td>
<td>1,197</td>
<td>200</td>
<td>20,955</td>
</tr>
<tr>
<td>3</td>
<td>Gandasari</td>
<td>830</td>
<td>138</td>
<td>14,925</td>
</tr>
<tr>
<td>4</td>
<td>Kronjo</td>
<td>63</td>
<td>10</td>
<td>1,101</td>
</tr>
<tr>
<td>5</td>
<td>Mauk</td>
<td>65</td>
<td>11</td>
<td>1,131</td>
</tr>
<tr>
<td>6</td>
<td>Pasar Kemis</td>
<td>938</td>
<td>156</td>
<td>16,421</td>
</tr>
<tr>
<td>7</td>
<td>Rajeg</td>
<td>283</td>
<td>47</td>
<td>4,947</td>
</tr>
<tr>
<td>8</td>
<td>Sepatan</td>
<td>385</td>
<td>64</td>
<td>6,740</td>
</tr>
<tr>
<td>9</td>
<td>Tangerang</td>
<td>1,926</td>
<td>321</td>
<td>33,712</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>6,096</td>
<td>321</td>
<td>106,683</td>
</tr>
</tbody>
</table>

The researchers use the theory of S-O-R (stimulus-organism-response) as a main reference. The S-O-R theory comes from developmental psychology from the Social Learning Theory of Albert Bandura (Bandura, 2001; Mansur et al., 2021; Notoatmodjo, 2007). The material object is the same as the psychological theory. Each human being has a soul, which includes some components: attitudes, behavior, cognition, opinion, conation, and affection (Krcmar, 2019). The object research is IndiHome subscription interest. Interest is an individual motivation guiding behavior toward a particular target or direction. This interest will motivate someone to behave (Oktaviani & Rusdi, 2022).

Also, the S-O-R theory (Stimulus, Organism, and Response) consists of; 1) stimulus, which is a message conveyed in the IndiHome product marketing strategy within Three Ways and CRM implementation; 2) organism as an IndiHome customer at IndiHome in the Tangerang City area, and; 3) response, which is a change in the customers’ behavior who use IndiHome products, namely customer interest.

In line with this statement, Philip Kotler argued that Mega Marketing combines the strengths of PR with Marketing Mix, which results in Marketing Public Relations. Marketing public relations (MPR) is one of the planning and evaluation processes carried out by a company through effective communication so that customers can find relevant product information according to their needs to create a positive impression (Kotler & Armstrong, 2020; Ruslan, 2014).

In general, MPR has some program tactics for achieving its goals (Three Ways Strategy) described as follows (Chayadi et al., 2021; Koewsirianto & Purnamasari, 2022; Yohanes et al., 2021):

1) Push Strategy: Producers can promote their products to wholesalers (intermediaries), and they will promote to retailers, and finally, the retailers promote their products to consumers. This process aims to influence purchases and provide added value or customer satisfaction for those who have used the product. Some Push Strategy indicators are (a) Personal Selling, (b) Direct marketing, and (c) Events and Experiences.

2) Pull Strategy aims to increase consumer demand to promote the product through advertising. The Pull Strategy indicators are (a) Advertising, (b) Word of Mouth Marketing, and (c) Interactive Marketing.

3) Pass Strategy can influence and create public opinion that benefits the organization.

Besides, Customer Relationship Management is a comprehensive business tactic to develop the company effectively to manage good relations with customers (Khan et al., 2022; Pratama, 2021). A company's communication strategy to customers is through customer relations activities. This aims to maintain the consumers’ trust who have become regular and existing consumers (Wildyaksanjani & Sugiana, 2018).

There are three factors for the success of CRM: people, process, and technology. They work to maximize the relationship between companies and customers. The three main components of CRM are (Guerola-Navarro et al., 2021; Kotler et al., 2017; Pratama, 2021):

1) People, which means personnel who serve as CRM stakeholders,

2) Process, which refers to a program,

3) Procedure that makes it easier for the company to get to know customers better. The things that matter in this component are (a) the identification stage, (b) the differentiation stage, (c) the interaction stage, (d) the personalization stage, and (e) technology, including the company website, e-mail direct marketing database, social media, and online advertising.

Interest exists within an individual intensively towards an object considered important. Also, interest is closely related to individual behavior, which contains elements of feelings, wills, and actions (Barnes, 2003; Marino & Lo Presti, 2018).

Furthermore, Oliver (2006) explained that the efforts of customer interest used to describe personal beliefs are individual (beliefs), attitudes, and behavior. There is also cognitive knowledge by associating other factors, such as attributes, benefits, and objects, by evaluating information that refers to effective
responses or feelings. Customer interest has some main indicators (Hatta, 2020; Joshua & Junaidi, 2022; Mercius & Utami, 2023):

1) Transactional interest refers to someone buying a product,
2) Referential interest refers to a personal tendency to recommend particular products to others,
3) Preferential interest refers to someone’s behavior, which has top priority for the product. This priority can only be replaced if one day something happens to the priority product,
4) Explorative interest means the description of someone’s behavior, which is always looking for information about the product he is interested in and looking for information related to the product's advantage.

Based on the problem formulation described above, this research will answer the question of how far the influence of Three Ways and Customer Relationship Management (CRM) on the interest of Indihome customers in the Tangerang City Region.

**Fig. 1. Fishbone researcher method.**

**II. Method**

This research has a positivistic paradigm through a quantitative approach. It is a science that declares that the natural sciences are the only ones that can be a reference and functional structural framework, rational choice, and theory exchange (Jannah & Prasetyo, 2003; Sugiyono, 2016).

This research method uses a survey to collect the data. The survey method uses a questionnaire as an instrument for collecting data. The goal is to obtain information about several respondent populations (Kriyantono, 2006; Morissan, 2012).

The questionnaires are distributed via Google Forms (Hikmah et al., 2020). The questionnaire contains a list of questions the respondents should answer to complete the research needs (Roopa & Rani, 2012; Sekaran & Bougie, 2017).

The research population is the IndiHome customers in the Tangerang City area (33,712) obtained from the results of interviews between Telkom Tangerang Region and Mr. Nandi as HCM Manager for the Tangerang City Region. This research uses a purposive sampling technique. It means that the sample is non-random. The information comes from specific criteria adapted to the formulation and research objectives. Purposive sampling is a sampling technique that pays attention to one thing (Roopa & Rani, 2012). The sample for this study has specific criteria. They must be between 25 and 40 years old, live in Tangerang City, and use IndiHome services. Meanwhile, the Slovin formula calculates the sample size (396 respondents). Table II explains the concept operationalizations made in this research.

The test instruments include validity and reliability tests. The two tests aim to determine whether the instruments are reliable and valid. This is because the data obtained determines the quality of the findings (Yusup, 2018). Next, the obtained data must be analyzed in several forms of presentation, namely (1) correlation coefficient test, (2) multivariate linear regression test, and (3) hypothesis testing with F-test and T-test (Garz, 2020).

The research hypotheses are as follows:

$H_1$: The Three Ways strategy influences Customer Interests in Tangerang City.

$H_2$: Implementing Customer Relationship Management (CRM) influences customer interest in Tangerang City.

$H_3$: The Three Ways strategy and Customer Relationship Management (CRM) influence customer interest in Tangerang City.
TABLE II: OPERATIONALIZATION OF THE X1, X2, AND Y VARIABLES

<table>
<thead>
<tr>
<th>Variable</th>
<th>Dimension</th>
<th>Indicator</th>
<th>Scale</th>
</tr>
</thead>
<tbody>
<tr>
<td>X1, Push Strategy</td>
<td>Sales promotion</td>
<td>Two-way communication: The seller explains the brand and product according</td>
<td>Likert</td>
</tr>
<tr>
<td></td>
<td>Personal selling</td>
<td>to the consumers’ interests</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Direct marketing</td>
<td>Front-end and back-end operations</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Event</td>
<td>Promotion by involving customers in events</td>
<td></td>
</tr>
<tr>
<td>X1, Pull Strategy</td>
<td>Promotion: Advertising</td>
<td>Commercial and public service advertisements</td>
<td></td>
</tr>
<tr>
<td></td>
<td>WOM</td>
<td>Communication with customers regarding products and services between people</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Interactive marketing</td>
<td>employees</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Social media</td>
<td>Capability of the company in communicating with its customers or providing</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>the best solution to its customers</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Instagram, Facebook, Twitter</td>
<td></td>
</tr>
<tr>
<td>X1, Pass Strategy</td>
<td>Public relations: Quick</td>
<td>The accuracy of the program to influence perceptions, opinions, and beliefs</td>
<td>Likert</td>
</tr>
<tr>
<td></td>
<td>responses</td>
<td>about a product</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Responsive service</td>
<td>Quick and responsive services</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Provision of product</td>
<td>Provision of information regarding product knowledge</td>
<td></td>
</tr>
<tr>
<td></td>
<td>information</td>
<td>Provision of detailed information regarding product quality and price</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Delivery of price</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>information</td>
<td></td>
<td></td>
</tr>
<tr>
<td>X2 CRM</td>
<td></td>
<td>Indihome program in building customer interest</td>
<td>Likert</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Procedures for building customer interest</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>A program that makes it easy for customers to subscribe to Indihome products</td>
<td></td>
</tr>
<tr>
<td>Y: Customer interest</td>
<td>Transactional interest</td>
<td>Customers will use Indihome products</td>
<td>Likert</td>
</tr>
<tr>
<td></td>
<td>Referential interest</td>
<td>Customers will refer Indihome products to other people.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Preferential interest</td>
<td>Customers will describe Indihome products.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Explorative interest</td>
<td>Customers will look for information on Indihome products.</td>
<td></td>
</tr>
</tbody>
</table>

III. RESULTS

Some previous studies have concluded that the adjusted R-squared value is 0.923. Therefore, variables X1 (Three Ways) and X2 (CRM) can influence Variable Y (Indihome Customer Interest) simultaneously (together) as much as 92.3%. Other variables beyond this research influence the remaining 7.7%. The significant level in this study is 5%. It means that the risk of making a wrong decision is 5%. The p-value is below 0.05. Thus, the variables X1 (Three Ways) and X2 (CRM) have a significant effect simultaneously (together) on variable Y (Indihome Customer Interest). X1 is found a significant factor (p < 0.05, B = 0.134), and its t-count is 10.171 (higher than t-table 1.960). It means that there is an influence of X1 (Three Ways) on Y (Indihome Customer Interest), X2 (CRM) is found a significant factor (p < 0.05, B = 0.356), and the t-value is 10.514 (> t-table 1.960). Therefore, there is an influence of X2 (CRM) on Y (Indihome Customer Interest).

The relationship between push strategy X1,1 and IndiHome customer interest Y is significant (p < 0.05). It means a relevant correlation exists between the push strategy variables and Indihome customer interest. Then, the relationship between pull strategy X1,2 and Indihome customer interest Y is significant (p < 0.05). It means there is a relevant correlation between the pull strategy and Indihome customer interest. The relationship between pass strategy X1,3 and Indihome customer interest Y is significant (p < 0.05). There is a relevant correlation between the passing strategy and Indihome customer interest. Also, the relationship between CRM X2 and Indihome Y customer interest is significant (p < 0.05), meaning a relevant correlation exists between CRM and IndiHome customer interest.

The relationship between push strategy X1,1 and Indihome customer interest Y is 0.935 (r > 0.098). It means a relationship or correlation exists between the push strategy and the IndiHome customer interest. Next, the relationship between the X1,2 pull strategy and Indihome customer interest Y is 0.928 (r > 0.098). It means a relationship or correlation exists between the pull strategy and the IndiHome customer interest variable. The relationship between the X1,3 pass strategy and Y IndiHome customer interest is 0.859 (r > 0.098). It means a relationship or correlation exists between the passing strategy and the IndiHome customer interest.

IV. CONCLUSIONS

The data from the analysis results and hypothesis testing conclude the following points:
1) The regression coefficient value of Variable X1.1 (Strategy Push) is positive: 0.106. It shows that if variable X1.1 (Strategy Push) increases, Variable Y (Indihome customer interest) will also increase, and vice versa. This finding means that there is an influence of X1.1 Push Strategy (Three Ways) on Y (IndiHome Customer Interest).

2) The regression coefficient value of Variable X1.2 (Strategy Pull) is positive: 0.238. It means that if variable X1.2 (Strategy Pull) increases, Variable Y (interest in IndiHome customers) will also increase, and vice versa. The p-value for the influence of X1.2 on Y is significant. Therefore, H2 is accepted, meaning that there is an influence of X1.2 Pull strategy (Three Ways) on Y (IndiHome Customer Interest).

3) The regression coefficient value of Variable X1.3 (Strategy Pass) is positive: 0.120. It means that if variable X1.3 (Strategy Pass) increases, Variable Y (Indihome customers interest) will also increase, and vice versa. The p-value for the influence of X1.3 on Y is significant. Therefore, H3 is accepted, and there is an influence of X1.3 Pull strategy (Three Ways) on Y (IndiHome Customer Interest).

4) The regression coefficient value of Variable X2.1 (Human/People Dimension) is positive: 0.446. It means that if the X2.1 variable (Human/People Dimension) increases, Variable Y (Indihome customers interest) will also increase, and vice versa. The p-value for the influence of X2.1 CRM on Y is significant. Therefore, H5 is accepted, and there is an influence of X2.1 Human Dimension on Y (IndiHome Customer Interest).

5) The regression coefficient value of Variable X2.2 (Process Dimension) is positive: 0.258. It means that if variable X2.2 (Process Dimension) increases, Variable Y (Indihome customer interest) will also increase, and vice versa. The p-value for the influence of X2.2 CRM on Y is significant. Therefore, H6 is accepted, and there is an influence of X2.2 Human Dimension on Y (IndiHome Customer Interest).

6) The regression coefficient value of Variable X2.3 (Technology Dimension) is positive: 0.277. It means that if variable X2.3 (Technology Dimension) increases, Variable Y (IndiHome customers' interest) will also increase, and vice versa. The p-value for the influence of X2.3 CRM on Y is significant. Therefore, H7 is accepted, and there is an influence of X2.3 Technology Dimension Y (IndiHome Customer Interest).

7) The regression coefficient value of Variable X3 Three Ways is positive: 0.134. It means that if the X3 Three Ways Strategy increases, variable Y (IndiHome customers' interest) will also increase, and vice versa. The p-value for the influence of X3 on Y is significant. Therefore, H1 is accepted, and there is an influence of X1 (Three Ways) on Y (IndiHome Customer Interest). On the other hand, X2 CRM has a positive (+) value of 0.356. It means that if the X2 CRM variable increases, variable Y (IndiHome customer interest) will also increase, and vice versa. The p-value for the influence of X2 CRM on Y is significant. Therefore, H2 is accepted, and there is an influence of X2 of Y (IndiHome Customer Interest).

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