

CHAPTER 4

CLOSING

4.1 Conclusion

Research conducted on 109 respondents Mercedes Benz Distribution Indonesia resulted in research analysis from which the following conclusions can be drawn:

1. CRM has a positive and significant influence on customer satisfaction (H1 accepted). The path coefficient (Original Sample = 0.546, T-statistic = 3.690, $p = 0.000$) confirms that CRM practices—such as personalized service, proactive communication (e.g., Y6: “clear and transparent explanations”, mean = 4.63), and rapid issue resolution (Y3: mean = 4.54)—directly enhance customer satisfaction.
2. CRM exerts a positive and significant impact on customer loyalty (H2 accepted). The direct effect of CRM on loyalty is strong (Original Sample = 0.482, T-statistic = 3.727, $p = 0.000$), indicating that strategies like tailored after-sales support (Z5: “reluctance to switch brands”, mean = 4.72) and emotional engagement foster long-term loyalty. Customer satisfaction positively and significantly affects customer loyalty (H3 accepted). Satisfaction’s impact on loyalty is robust (Original Sample = 0.399, T-statistic = 3.733, $p = 0.000$), demonstrating that satisfied customers are more likely to advocate for the brand (Z7: “sharing

3. positive experiences”, mean = 4.69) and remain loyal due to reduced switching costs (Z4: mean = 4.69).
4. Customer satisfaction partially mediates the relationship between CRM and customer loyalty (H4 accepted). The indirect effect of CRM on loyalty through satisfaction is 0.218 (CRM→Satisfaction × Satisfaction→Loyalty = 0.546 × 0.399), contributing 31.1% to the total effect (Total Effect = 0.700). This partial mediation highlights that CRM enhances loyalty both directly and by elevating satisfaction, which reinforces trust and advocacy.

4.2 Recommendations

1. Strengthening Emotional Engagement Through Personalized Storytelling and Community Initiatives

Mercedes-Benz should deepen emotional connections by curating personalized narratives that showcase how ownership aligns with customers’ lifestyles, values, and aspirations. Complement this with community-driven programs, such as exclusive owner clubs or themed events (e.g., sustainability workshops or family-centric drives), to foster a sense of belonging and shared identity among diverse customer segments.

2. Strengthen After-Sales CRM for Long-Term Loyalty

Develop a premium after-sales CRM program for Mercedes-Benz owners, such as VIP service packages (free vehicle pick-up/drop-off, loyalty rewards for repeat servicing). This aligns with the study's emphasis on CRM's direct impact on loyalty (reluctance to switch brands). In Indonesia, where trust in post-purchase support is critical, providing white-glove service can turn transactional buyers into lifelong advocates. MBDI could also create an exclusive owner community (members-only events) to foster emotional engagement.

3. Suggestion for Future Research Invest in Digital CRM Platforms for Seamless Experiences

Launch a unified digital CRM ecosystem (a mobile app integrating service bookings, loyalty points tracking, and real-time chat support). This would address the study's emphasis on "rapid issue resolution" as a driver of satisfaction. For tech-savvy Indonesian consumers, features like AI chatbots for instant support or virtual showrooms could streamline the luxury buying process. Additionally, gamification (rewards for social media engagement) can turn satisfied customers into active brand ambassadors.

4. Train Staff to Align CRM with Luxury Service Standards

Implement CRM-focused training programs for MBDI employees to ensure consistency in delivering luxury experiences. For example, train sales and service teams to use CRM data to remember customer preferences (preferred

car features, past concerns). The study's finding that satisfaction partially mediates CRM and loyalty suggests that frontline staff must align CRM insights with empathetic service. In Indonesia, where personal rapport drives loyalty, empowering employees to resolve issues swiftly and personally will amplify CRM's impact.