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Regional Bank customer relationship management model through Public Relations functions (Case study at Regional Development Bank, Special Region of Yogyakarta)

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ABSTRACT

The banking industry, in practice, was established as the community's economic foundation that provides financial services expected to restore and enhance national and regional economic growth. Bank BPD DIY has a strategic role as a government partner and a motor accelerator of regional development in the Special Region of Yogyakarta. State civil apparatus (ASN) DIY is required to use Bank BPD DIY; it is necessary for customer relationship management (customer). This study aimed to find a model of customer relationship management of regional banks through public relations functions. This research uses a descriptive qualitative approach with a case study method. The results of this study indicate that the customer relationship management model at Bank BPD DIY is carried out through three aspects. The first is to provide excellent service (excellent service), which is implemented by implementing the main values of Bank BPD DIY, namely respect, accuracy, modernity, trust, and reliability (friendly), providing funds and credit services, mobile banking, and customer service, and call center. Second, build customer satisfaction and loyalty through programs that provide promos, giveaways, sweepstakes, birthday greetings, and Corporate Social Responsibility. Third, develop good relationships with consumers through the use of social media such as Facebook, Instagram, Twitter, and WhatsApp broadcasts, organizing events, as well as providing sponsorship assistance in the form of products and cash.

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1. Introduction

The banking industry can restore and increase regional economic growth as the foundation of the community's economy that provides financial services. One way is through a bank owned by the Regional Government. Regional government-owned banks, also called Regional Development Banks (BPD), are founded and owned in whole or in part by the provincial government where the

Bank is located (Fuadah & Hakimi, 2020). BPD operates the same way as other commercial banks, but it has different characteristics from commercial banks.

BPD was formed to help to implement balanced development throughout Indonesia. BPD has an important strategic role as a government partner and driver of rapid regional growth (Jonek-Kowalska, 2017). BPD is one of the banks that can take advantage of the closeness, cultural awareness, and sociological understanding of local communities with its customers. According to Law Number 13 of 1962 concerning the Principles of BPD provisions, it is explained that BPD is tasked with encouraging regional economic growth and accelerating the expansion of the regional economy to improve people's living standards (Phan et al., 2020). Apart from that, BPD is tasked with providing financial support for the development of the regional economy, collecting funds for the expansion of the regional economy, and implementing and saving funds for the regional economy (Novokreshchenova, 2016).

Regional Development Banks are spread across all provinces in Indonesia. One is the Regional Development Bank, Special Region of Yogyakarta (Bank BPD DIY). Following the principles of establishing BPD, Bank BPD DIY was selected to help implement equitable development throughout the Special Region of Yogyakarta (Minárik & Čiderová, 2021). Therefore, it is hoped that the Bank's customers will be residents. Local customers, in this case, include State Civil Servants (ASN) consisting of Civil Servants (PNS), Government Employees with Work Agreements (PPPK), TNI, POLRI, and non-ASN government staff, as well as Universities in Yogyakarta.

State Civil Servants (ASN) must open an account with Bank BPD DIY to receive salaries and allowances so that the government can maintain and increase the pace of regional economic development (Kamaludin, 2020). Based on this phenomenon, it can be seen that some customers choose Bank BPD DIY and open an account at this Bank not of their own volition but because of an element of attachment or obligation (Thuda, 2023). Some customers prefer to make transactions and move their funds to other banks. Apart from that, several customers also said there was still a lack of features in mobile banking, which impacted customer satisfaction because customers' desires and needs for Bank BPD DIY had not been achieved (Sujatha, 2012).

As a result of this obligation, of course, it can influence customers' desire to use banking services and services continuously; this will also impact customer loyalty to make transactions and participate in several activities organized by the company (Shiddiq & Muhammad, 2021). In carrying out company operations, Bank BPD DIY is also required to be able to compete with other banking companies in the Yogyakarta area, such as state-owned banks and private banks. Because most Bank BPD DIY customers are government customers, a strategy is needed to find new customers outside the existing ones (Vieira, 2018).

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The ever-growing needs of society and the rapid development of information technology indicate that a company must strive to improve its operational efficiency to compete vigorously and continue to exist (Duc et al., 2022). The company's existence will increase if the products and services provided by service companies, such as banking, are under customer desires (Singh et al., 2019). If the company can offer maximum physical and non-physical services, it can also positively impact customers' perceptions of the bank. News about the low quality of products and services provided by banks will spread quickly when there is a disappointing service system, such as the operation of ATMs (Automatic Teller Machines), which are often damaged, long queues, unfriendly officers, and products that do not meet expectations. Customers will have an impact on the company's image (Zabri, 2016).

It is essential for a company to build and maintain positive relationships with its customers to retain long-term customers and acquire new customers (Dewnarain et al., 2019). This is because keeping old customers is much more complicated than acquiring new customers (Juliana, 2024). A good business or company will pay attention to its customers and prioritize customer needs, remembering that customers are an essential factor and must be given priority (Kümmerle, 2023). Customer Relationship Management, also known as CRM, is necessary for a company's success because it functions as a means of communication between the company and its constituents, who in this context are known as customers or clients (Wu, 2023). Customer Retraining Management (CRM) is the process of building and maintaining beneficial relationships with customers by providing more value and a higher level of satisfaction for customers as part of the process of building and maintaining relationships with customers to create long-term relationships between the company and customers (Kotler & Armstrong, 2018).

Relationship management can be managed by Public Relations or Public Relations through public relations functions, remembering that every company cannot escape its primary function as a communicator who plays an essential role in building positive relationships between the company and its audience (Chatterjee, 2023). Public Relations is known as the part of an organization or company whose task is to communicate with the public, either in the form of one-way or two-way communication (Theaker, 2020), such as providing information on organizational policies, the latest products and services, functional duties, as well as acting as a party seeking information regarding public opinion about facts and points of view Men et al., (2018), ideas, criticism, praise, and satisfaction, and other activities.

The existence of public relations fosters motivation and community participation to create an atmosphere that supports company profits by building and promoting positive relationships with the community, both internal and external relationships, as part of efforts to determine organizational or company goals (Išoraitė, 2016). So, in this case, public relations based on its main

objectives and functions is essential for a company to improve its positive image. Relationship management at Bank BPD DIY is carried out as a managerial function within a company, which is tasked with coordinating all efforts to build and maintain a positive image of the company in the eyes of the public by fostering effective communication between the company and the public, in this case, customers. Public Relations of Bank BPD DIY, in managing relationships with old customers and prospective customers who open savings or use Bank BPD DIY services, has begun to develop business and innovate in improving the products and services offered to provide excellent service and prioritize consumer interests.

The products or services offered by Bank BPD DIY include (1) savings, (2) credit, (3) banking services, and (4) e-banking services. Apart from providing these products and services, Bank BPD DIY maintains good customer relationships through sporting events, lottery programs, sponsorship, MSME Expo, and others. Bank BPD DIY communicates with customers through face-to-face contact, call centers, and company-owned social media, including Instagram, Facebook, and Twitter. BPD DIY's social media is used to disseminate information, carry out promotions, provide tips, and as an imaging medium to support the company's operational activities. Apart from social media, the company also provides a 24-hour call center service so that consumers can submit complaints and questions to ensure two-way communication between the company and customers.

The previous research relevant to this is from Paramita, Intan & Adawiyah Sa'diyah El, entitled Customer Relationship Management Model in PT Business Communication. Joint Instrument Calibration. This research discusses how companies manage good communication with consumers, how companies manage consumer life cycles, and the performance of customer service and related divisions in maintaining good communication relationships with consumers (Woszczyna, 2021). This research aims to find a value chain model by Francis Buttle. The difference between previous research and the research that researchers will carry out is in the theory used; previous research used the value chain model by Francis Buttle, while this research uses Management Relationship Theory (Fairhurst & Cooren, 2018).

Furthermore, the research analyzes Customer Relationship Management activities to maintain customer loyalty at PT. Suzuki Indomobil Jakarta. Previous research used descriptive methods. CRM in companies is beneficial in three main phases, namely to attract, to keep, and to retain, which in its application is through CRM activities to maintain customer loyalty. Even though they both raise the theme of Customer Relationship Management, which focuses on customers, previous research focused on research that analyzed how CRM activities increase customer loyalty, while this research focuses on CRM through the public relations function in improving long-term relationships. Hence, the difference lies in the objectives and object of study. Based on these two previous studies, the novelty of this research lies in the theory used (Burns & Stalker, 2011). Even

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though they both raise the theme of Customer Relationship Management, this research focuses on managing customer relationships through the public relations function. There are differences in research objectives and objects, so the research results will also show differences.

To shed light on a crucial aspect of public relations and customer relationship management, this study employs the Relationship Management Theory and a qualitative research approach, specifically the case study method. The focus is on understanding, analyzing, and describing how PT. Bank BPD DIY manages its customer relations through the functions of its Public Relations Team.

The problem formulation in this research is how the public relations model is used in the management relationship of regional bank customers through the public relations functions of Bank BPD DIY. Based on the background and problem formulation that the researcher has explained, the objectives of this research are as follows: (1) To analyze the process of managing customer relations at Bank BPD DIY. (2) To find a customer relationship management model by Public Relations of PT. BPD DIY Bank.

2. Method

This research type and approach is descriptive qualitative with an interpretive paradigm. According to Sugiyono & Lestari (2021), a qualitative course examines natural subject conditions and understanding based on a methodology that investigates social phenomena and human problems. This type of qualitative research uses an interpretive paradigm because the researcher intends to gain "understanding" (understanding/verstehen) and understand the meaning of reality/a particular situation, such as customer relationship management through the public relations function at Bank BPD DIY (Hanson & Grimmer, 2007).

The research method used in this research is the case study method. Qualitative case study research leads to detailed and in-depth descriptions of portraits of conditions regarding what happened according to field events (Dumitrica & Jarmula, 2022). Descriptive qualitative research in this study was carried out by explaining, analyzing, and creating depictions of managing relationships with customers through the public relations function at Bank BPD DIY.

According to Moleong (2017), Research subjects are informants who can provide information about the situation and conditions of the research location. The issue in this research is the Public Relations of PT. BPD DIY Bank. The object of this research is customer relationship management through the public relations function. The data sources needed are primary data sources and secondary data sources. This research's primary data source was direct interviews with PT informants. DIY BPD Bank and observations. Secondary data in this research was obtained from reading books, existing company documents, company websites, and the internet.

According to Sugiyono & Lestari (2021), Research data was obtained and collected through data collection techniques. The technique for managing or receiving data in this research is using data collection techniques through interviews. Data analysis activities while in the field in this research used the Miles and Huberman model. According to Sugiyono & Lestari (2021), the data analysis activities of the, namely data reduction, are replaced with data condensation, data display, and conclusion drawing Miles & Huberman (2012).

The final stage requires a data validity test, because the validity of the research results must be tested. This research uses data validity techniques with source triangulation. According to Sugiyono & Lestari (2021a), source triangulation is a technique used to obtain data from different sources with the same process. Source triangulation aims to compare interview results from several informants to receive dominant answers in the research. Triangulation of references in this research is by comparing data from in-depth interviews from several sources (informants) with different customers regarding their experiences using Bank BPD DIY products and services with the results of interviews with experts, namely the Yogyakarta Community Relations Association (PERHUMAS). This will then provide a different view or point of view on the events or objects in this research so that the resulting data is valid.

3. Theoretical Framework

Relationship Management Theory

Relationship Management Theory, also known as Relationship Management Theory, is a theory used in public relations. This theory is one of the many theories that can be used in forming connections in an organization (Gomez, 2020). This theory focuses on the efforts made to create or build relationships within an organization that are mutually beneficial for the parties involved. This theory is also known as the Organization-Public Relations theory, better known as Organization-Public Relationship (OPR), by many people (Freudenreich et al., 2020).

According to Kriyantono (2019), OPR originates from the co-creational paradigm, which argues that communication must be used to encourage society to create meaning (co-creator meaning) jointly and must be utilized in the process of building relationships with all members of the community. Relationship management theory considers relationship management as the central function of public relations.

Public Relations

The field of study known as Public Relations (PR) is part of the larger field of social sciences and is considered a subfield of communication studies (Kriyanto, 2014). Apart from being a field of study, Public Relations (PR) has developed into a profession in the field of communication and is often called the Public Relations Officer (Martin, 2017). Public relations (PR) is the management function that establishes and maintains positive and mutually beneficial relationships between

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organizations and members of the community that influence the success or failure of the organization concerned and is known as public relations (PR) (Center, 2005).

According to Kriyanto (2014), explains the role and function of PR is to create a positive image for the organization through several ways, such as: 1). Maintain and establish harmonious communication (good communication). 2). Increasing a sense of mutual understanding between the organization and its public (mutual understanding). 3). Regulate or maintain the attitude and behavior of a PR towards members of the organization or company (good morals and manners).

Customer Relationship Management (CRM)

Managing a company's customer relationship is known as customer relationship management (CRM). Companies that use CRM can provide the highest possible level of service to their customers and develop harmonious relationships with these customers (Dewnarain et al., 2021). CRM is a tool that can be used to facilitate connections between a company and its customers (Khan, 2022). This management style sparked a revolution in the way business operations were conducted across organizations (Baashar, 2020). Feature a strategy that puts customers at the center of everything the company does. CRM recognizes that each customer has unique needs, goals, and desires and treats customers as such in all interactions. When a company recognizes its customers as individuals, it can treat them the way customers want. This allows companies to maximize customer satisfaction (Garg, 2020).

So, customer relationship management (CRM) can be seen as a strategy for building relationships between banks and their customers (customers). CRM can allow a bank to understand the purchasing process better, or at least understand other things that may be obtained, and to determine the type of communication that should be established between the company and customers (Migdadi, 2021). CRM is becoming more critical for all financial services companies because these companies naturally want to provide better services to their customers at lower costs, which means CRM is an essential tool for companies (Kim, 2020).

According to Kusumasondjaja & Tjiptono (2019), the following are several benefits that should be realized through CRM: (1) Provide cost-effective services to build long-term customer relationships because the cost of acquiring new customers will be higher than retaining existing customers in the long term. (2) Customer satisfaction and loyalty. Developing consumer support and trust in a company will make this one of the most important positive factors a company needs because this will impact the company's existence, ultimately increasing customer satisfaction and loyalty. (3) The company will build strong relationships with its customers to achieve its economic goals, increasing profits through selling goods and services to reach its maximum potential (Itani, 2020).

Social Media for Companies

The development of information technology, primarily the phenomenon of using social media in recent years, has been overgrown (Srinivasan et al., 2021). The ease of accessing all forms of information is now shifting people's habits of using social media (Prasetyo & Purnamasari, 2021). Social media is widely used as a communication medium to express oneself, form opinions, share information, or find friends. New interactive, horizontal, and intelligent media can change how we communicate (Grygiel & Brown, 2019).

As a communication medium, the internet is vital in conveying messages from communicators to communicators as a channel. The characteristic of the internet as a communication medium is known as "transactional," and this characteristic can be interpreted as the existence of intense (continuous) and reciprocal (with feedback) interaction between individuals in every interaction. What happens on the internet? Additionally, there is participation between individuals, with each interaction considering potential gains and losses (Wu et al., 2021). The internet has encouraged various social media platforms to emerge in recent years. This platform is used to facilitate communication between individuals and each other.

One promising technology is the internet because of its social media facilities. Social media allows people to interact, communicate, and collaborate efficiently, quickly, accurately, and relatively cheaply (Husain et al., 2016). The presence of social media in today's society has been proven to provide significant benefits, especially in the era of a widespread pandemic like the current one. Social media is beneficial in bridging differences in distance between people. Therefore, social media can optimize time use. However, anything with a high positive impact must consider the possibility that it will also have a high negative impact (Hawi & Samaha, 2017). Social media provides a new channel for companies to interact differently with customers. If it can be used and managed well, it can significantly impact and benefit the company.

However, if social media can be managed well with clear goals, plans, and guidelines, this can benefit the company or organization (Mehmood et al., 2020). Social media can be used to share information to support an institution's operational activities. Social media can also create campaign media that functions as a strategic policy maker and has various policies or programs that must be socialized to the broader community. The right audience will read content produced for social media according to the target audience of a particular campaign.

The social media that are widely used by companies to help their operations because people often use them to interact include Facebook, Instagram and Twitter, TikTok, YouTube, Path, Line, WhatsApp, and others. Among the most widely used social media, there are also social media in the form of blogs and online media, both privately owned and managed by a company (Cornellia et al.,

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2017). However, in this study, researchers focused on the social media Facebook, Instagram, and Twitter.

A. Facebook

Facebook is a social networking service that was first launched to the public in February 2004, and its head office is located in Menlo Park, California, United States. Before a user can start using this site, the user must register an account first. After that, users can create their profiles, add other users as friends, and exchange messages, including automatic notifications when they update their profiles. Additionally, users can join groups of users with similar interests, sorted by place of work, school or college, or other characteristics, and group their friends into lists such as "Colleagues" or "Close Friends" (Peeters & Pretorius, 2020).

B. Instagram

Instagram is an application for sharing photos and videos that allows users to take photos and videos, apply digital filters to them, and then upload their creations to various social networking sites, including Instagram. This app is known as a "photo and video sharing app." One feature that makes Instagram stand out from other photo-sharing apps is its ability to turn photos into squares, so they look like they were taken with a Polaroid or Kodak Instamatic camera. This aspect ratio differs from the 4:3 aspect ratio often used by cameras on moving vehicles. The following features are available on Instagram. Home page, Comments, Explore, Profile, News Feed, Title, Hashtag, Location, Follow, Like, Mentions, Direct Message (Sloan et al., 2017).

C. Twitter

Founded in 2006 by Jack Dorsey, Twitter Inc. is the company that owns and operates the Twitter website. San Brunomor, California, close to San Francisco, is where Twitter was first created. Microblogging, or what is known as Twitter, is increasingly popular among social media users in Indonesia. `Certain terms are used on Twitter to describe its various services and features. The features found on Twitter social media include Bio, Connect, Favorites, Follow, Follower, Following, Interactions, and Reply (Husain & Mirza, 2015).

Twitter makes it easy for its users to connect and engage in conversations, and the site's "Trending Topics" feature shows users what topics are currently getting the most attention. Like Facebook, Twitter has "Verified Accounts" content, which explains how to earn the Verified Account badge. There is not a large population of trolls on Twitter.

Based on the three social media, each has its characteristics, marked by the features provided with different names. Indeed, these three social media have almost the same features, but some features distinguish each other with different names or designations.

Characteristics of Ideal Social Media

Ordinary humans who freely exchange ideas with other people, work together with other people and collaborate to produce creative work, engage in thought and discourse, find people who can become good friends, find romantic partners, and build community (Agarwal et al., 2020).

Characteristics of Social Media. Social media has characteristics that cannot be separated from the various characteristics of social media widely used today. Following are several characteristics found in social media, according to Dolan et al., (2017): (a) Participation: Encourage Participation and feedback from anyone interested or interested in using it to the point where barriers between media and audiences can be broken down. (b) Openness: Most social media platforms are open to receiving feedback and Participation through various voting, sharing, and commenting mechanisms. This happens on most social media platforms. Sometimes, there are obstacles in accessing information and utilizing it. (c) Conversation: In addition, there is a possibility that there will be two-sided use of both products and services. (d) Connectedness: The most social media platforms have evolved rapidly in recent years in anticipation of developing capabilities that allow them to facilitate user connections by providing access to websites, information sources, and other users. This ability will be referred to as "connecting."

Characteristics of Corporate Services

A corporation or company is where production activities take place, such as making goods or providing services, and is a location where all factors of production gather. Everyone has different needs, both in terms of physical needs and service needs. Humans carry out buying and selling or trading activities, which are motivated by everyday human needs. One type of business undertaken to meet these needs is by utilizing the existence of service companies. Sihombing (2021) explain that a service company is a business unit whose activities can produce intangible services to make a profit or gain and meet consumer needs.

According to Griffin (2005), the characteristics or characteristics of services include: (1) Intangibility, Services cannot be felt, seen, touched, heard, or smelled before the service is purchased. The most critical value obtained from this situation is the intangible value experienced by customers in the form of increased pleasure, satisfaction, or comfort. (2) Unstorability (no possibility of saving), Storage or warehousing of products that have been produced is not a service. This property is also known as inseparability because, in most cases, a service is produced and consumed together as a single unit. This is because both processes are closely related to each other. 3. Customization, Service delivery is often explicitly designed to meet customer needs.

4. Result and Discussion

Bank BPD DIY, as one of the regional government banks, strives to develop and improve its business by always taking advantage of every opportunity that exists, both due to government

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policies and those in the business world. With a mission to help and encourage economic growth and regional development in all fields and as a source of regional income in order to improve the standard of living of the people, Bank BPD DIY seeks to develop and expand its operational network to get closer to serving customers. Management is a process of planning, organizing, directing, and supervising the efforts of company members to achieve set goals. These goals are not easy to achieve, so they require a good management strategy. One of the goals of Bank BPD DIY is to increase customer loyalty through public relations functions in relationship management. This goal can be achieved with several strategies that will be discussed in this research, starting from planning, organizing, actuating, and controlling (POAC) and then being linked to customer relationship management theory.

The first stage is planning, namely the process of maintaining consistency toward achieving management goals, so every effort must be preceded by a good planning process. The planning carried out by Bank BPD DIY to provide excellent service is through financing analysis. Financing analysis is an analysis process carried out by Bank BPD DIY to assess a financing application submitted by a customer. This analysis starts from the process of filling in the application requirements to the survey process and then concludes with the feasibility of receiving financing.

The second stage, namely organizing or grouping (organizing), is a process for designing, grouping, managing, and dividing the tasks needed to achieve organizational goals efficiently. Bank BPD DIY divides customers into two groups: old and new. Not only that, there are also priority customers at Bank BPD DIY, namely customers who receive special and better service with conditions set by the Bank.

The third stage is implementation or directing (actuating), namely the act of carrying out things that have been planned and divided into each employee's tasks to achieve the goal. At this stage, the services provided by Bank BPD DIY are carried out very well so that customers feel comfortable using Bank BPD DIY. There are central values that all employees uphold; there are SOPs for customer service and call centers, as well as digital services, that continue to be developed to increase customer loyalty. At the organizing and actuating stage, it is implemented in several aspects, including providing excellent service, customer satisfaction, and loyalty, and building good customer relationships.

Providing Excellent Service

At this stage, facts are discovered in the field or matters related to opinions, attitudes, and public reactions to organizational policies, ultimately guiding decision-making. Apart from that, it is also to carry out a situation analysis, which is a collection of things that are known about a situation, such as its history, the forces that influence it, and those who are involved or affected internally and

externally. When providing excellent service to the community, Bank BPD DIY has central values: Respect, Accuracy, Modernity, Trustworthiness, and Reliability. These central values have the acronym RAMAH.

Fig. 1. Central Values acronym RAMAH
Source: Processed by researchers (2023)

The services at Bank BPD DIY consist of fund services and credit services. Fund services include savings, deposits, and current accounts, while credit services are divided into consumption credit and productive credit. The rapid development of technology has made Bank BPD DIY adjust and adapt to providing customer services. Bank BPD DIY adapts to the times by developing mobile banking services to make it easier for customers to carry out transactions.

The limited features provided by BPD DIY bank's mobile banking will cause its customers to experience difficulties in carrying out transactions because human lifestyles are currently leading to a cashless lifestyle, which means that most people tend to refrain from using cash when making transactions. The average pay now uses e-wallet or mobile banking services. In contrast, if BPD DIY bank's mobile banking is not equipped with features that support the current cashless lifestyle of the community or customers, customers will switch to using other parties' services, meaning customers will leave. BPD DIY mobile banking is slowly establishing other services that provide complete features to meet customer needs. The large number of components in mobile banking services will not make mobile banking complete. Still, the various features provided in mobile banking will make it easier for customers to do things related to payments involving mobile banking, for example, electricity payments, bill payments, credit payments, and top-ups: shopeepay, game top-ups, FUND transfers, marketplace payments, and many others. There are many customer activities related to payments via mobile banking, it is time for BPD DIY mobile banking to increase the completeness of its mobile banking features so that customers do not complain about this.

Fig. 2. Bank BPD DIY Award as The Best Conventional Mobile Banking
Source: https://shorturl.at/BDEOP

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Efforts to increase and improve BPD DIY bank's mobile banking services resulted in the bank receiving the Best Mobile Banking Conventional award at the Inspiring Leadership in Wining Era Digital Competition event by Infobank in 2023. Establishing good customer relationships through customer service is one of the keys to successfully implementing customer relationship management. Remember that customer service, tellers, and security guards interact directly with customers. Bank BPD DIY applies standards or SOPs in serving customers before, during, and after customers use banking services. Bank BPD DIY also accepts complaints via the call center via number 1500061. Online complaints via this contact center are active 24 hours after receiving complaints or complaints such as ATM cards being blocked or swallowed in ATMs, questions regarding the creation of mobile banking, and others.

Bank BPD DIY provides exceptional facilities for priority customers as indicated by ownership of a priority card. Priority customers get VIP service, so they don't have to queue to carry out transactions and get a particular room for priority customers. Therefore, the requirement to become a priority customer at Bank BPD DIY is to have a minimum savings of 1 billion. The service from BPD DIY bank customer service to its customers has been carried out well, starting before and after customers receive BPD DIY bank services. The proof is clear from the customer service provided by BPD DIY, one of which is in the form of responses to customer complaints carried out as quickly as possible.

Customer Satisfaction and Loyalty through the Program

Bank BPD DIY has repeatedly posted programs on its social media accounts to increase customer loyalty. Customer loyalty is a behavior that is expected to continue to make regular purchases. Customer loyalty can generally be loyalty to a product, whether goods or specific services. Customer loyalty is a behavioral encouragement to make repeated purchases and to build customer loyalty to a product or service for a long time through a repeated purchasing process.

Customer loyalty in building loyalty to the products and services provided by Bank BPD DIY is implemented through several programs such as promos. Bank BPD DIY has organized programs in the form of promos to increase the loyalty of old customers while attracting new customers. Promotion has developed into a vital communication system for producers of goods and services and consumers. The ability of advertising and other promotional methods to convey messages to consumers makes these two fields very important in the company's success.

This promotion occurred when Bank BPD DIY was not experiencing significant growth. There is an attractive promo program; customers and potential customers will be interested in participating in the promo program provided by Bank BPD DIY. Giveaway program: Bank BPD DIY organizes giveaway programs at certain moments. One of them is during the concert event on Tuesday night

every month. Customers who upload Instagram stories about the event and mention Bank BPD DIY on Instagram will get a giveaway in the form of souvenirs from Bank BPD DIY.

Lottery and birthday greetings for loyal customers: Bank BPD DIY has a lottery program for customers with Sutera and Simpeda savings accounts because only these two accounts are drawn. This lottery program aims to give appreciation to customers who have loyally used Bank BPD DIY and as a promotional program to increase brand awareness for Bank BPD DIY. Apart from giving birthday greetings, Bank BPD DIY also sends gifts to customers as parcels. However, this service is only provided to loyal customers, and the selection of these customers is in the hands of Bank BPD DIY.

Corporate social responsibility (CSR) program. The CSR program is a company's obligation to the environment in which the company operates. BPD DIY's CSR targets four sectors: Health, Education, Micro, Small and Medium Enterprises (MSMEs), and community social. CSR delivery to stakeholders remains controlled and monitored to maintain sustainability in line with CSR objectives related to sustainable ecosystem governance, economic performance, and social performance.

Building Good Relationships with Customers

Building good relationships with customers is carried out by Bank BPD DIY by utilizing communication media such as social media consisting of Instagram, Twitter, and Facebook. Apart from social media, Bank BPD DIY also uses conventional media, newspapers, and billboards and sends press releases to media in Yogyakarta. The use of social media is aimed at establishing two-way communication between customers, and Bank BPD DIY. Bank BPD DIY is more focused on using Instagram to provide information to customers because Instagram social media is still the most popular social media among the public with attractive visuals.

The names of the Instagram, Facebook, and Twitter social media accounts belonging to Bank BPD DIY are @bpddiy, Bank BPD DIY, and @bpddiy_official. BPD Bank has a strategy to increase the number of followers and interactions on Instagram social media. This strategy is to place restrictions in the comment column. Instagram users who want to write comments on the Instagram account owned by Bank BPD DIY must first become a follower of the Instagram account owned by Bank BPD DIY. Instagram's restrict function is designed to prevent bullies and abusive or disturbing messages and comments from users' public accounts. The contents of the uploaded posts were identified into five types: mobile banking promotions from Bank BPD DIY, service information from Bank BPD DIY, events and achievements received by Bank BPD DIY, congratulations, and financial tips.

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Bank BPD DIY also organizes events to build good relationships with customers. One effective way to convey a message is by inviting customers to get involved in an event organized by the company. The event held by Bank BPD DIY is a form of promotion carried out and designed to attract attention and involve a brand by carrying out activities in the form of culture, sports, and social events. The events is expected to impact and provide a deep impression on everyone who attends so that customers can remember the pleasant experience for a long time. Some of the events that have been running include the Malioboro Run event, Gathering Kembul, Qris Week, and so on.

Providing sponsorship is also a part that can support activities in establishing good relationships with customers. Companies provide sponsorship as an alternative step to promote their brand. Bank BPD DIY provides sponsorship in two forms: product sponsorship and cash sponsorship. The sponsorship provided by BPD DIY bank is assistance from the company to certain external parties in the form of gifts whose aim is as an alternative step to promote the BPD DIY bank brand.

The final stage in relationship management carried out by Bank BPD DIY is carrying out controlling or supervision. Control and monitoring processes have been implemented. This is proven because there is fast service implementation and complete information provided by customer service. The control and monitoring process is carried out by providing a brief explanation to start work and supervision while working and monitoring every activity and program carried out by the Bank by applying the principles of sustainability.

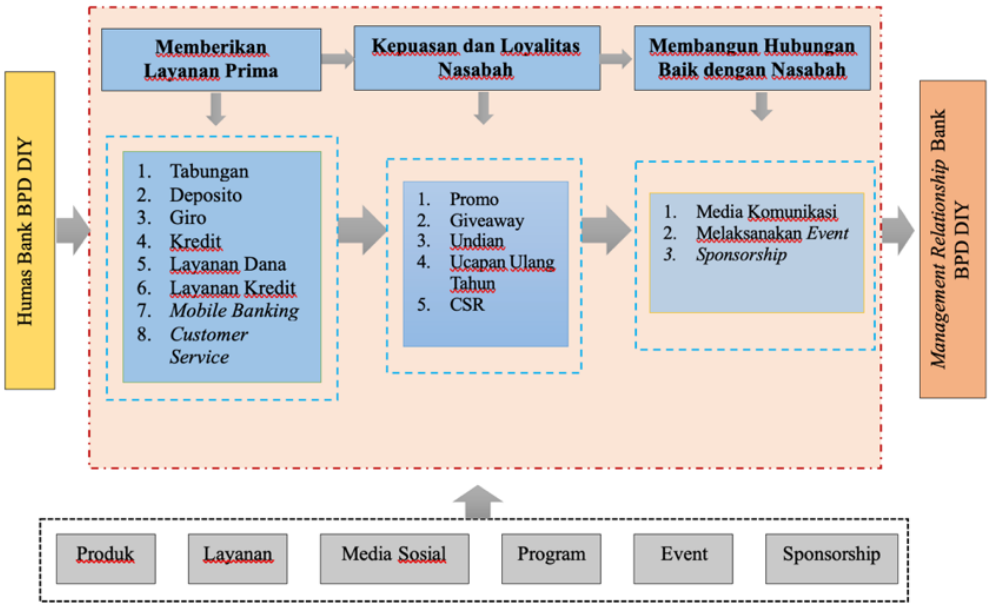

Fig. 3. Regional Bank Customer Relationship Management Model Through Public Relations Functions

Source: Processed by researchers (2023)

5. Conclusion

Based on the analysis and findings of research data, the conclusions that can be drawn in this research are: Bank BPD DIY manages customer relations using a public relations model in regional bank customer relationship management. Through public relations functions, Bank BPD DIY aims to socialize the services provided by Regional Banks by carrying out public relations management relationships based on customer relationship management theory, which is divided into five things: excellent service, social media, programs, events, and sponsorship. Relationship management carried out by BPD DIY Bank Public Relations consists of excellent service, social media, programs, events, and sponsorship to provide excellent service through Savings, Deposits, Current Accounts, Credit, Fund Services, Credit Services, Mobile Banking, and Customer Service, increase satisfaction and customer loyalty through providing promotions, giveaways, draws, birthday greetings and CSR as well as building good relationships with customers through social media in the form of Instagram, Twitter, Facebook, Whatsapp Broadcast, holding events and providing sponsorship.

Based on the results of the research that has been carried out, there are several suggestions that the author can give, namely as follows: For BPD DIY Bank: (a) Bank BPD DIY must continue to improve relationship management in improving services, such as providing excellent customer service by being more responsive to customers who submit complaints on social media. When there is a good response from Bank BPD DIY to customer complaints, it can have a good impact on customer perceptions. Apart from that, the dynamics of social media use are rapidly changing, and the needs of society are also dynamic, so it is necessary to carry out more frequent evaluations to find out the obstacles to improving customer relationships. (b) Bank BPD DIY should improve technology, such as improving the features in mobile banking because currently, all payment activities can be done via mobile banking; this is intended to prevent customers from transferring their savings to another bank account. Apart from that, technology improvements can also be made when customers want to deal with ATM losses. This can be done by providing technology that can be used by security guards, as is done by other private banks, so that customers do not need to queue at the customer service desk to take care of lost ATMs. (c) Bank BPD DIY should include a new program that not only involves customers but also involves the general public and even tourists so that Bank BPD DIY can increase the chances of getting new customers from this new program.

For further research: Future research can analyze the public relations model in relationship management through public relations functions qualitatively so that it can complement the study that researchers are currently conducting. The points on relationship management will further complete this research so that it can be maximized in future research. For the Community: The public is expected to know the services and programs offered by Bank BPD DIY so they can take

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advantage of the various existing promos. The public can also take part in multiple events held by Bank BPD DIY because they will get many benefits.

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