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## Customer Relationship Management to Build Trust and Customer Satisfaction in the Social Media Platform-Based Aquaculture Technology Industry

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**Abstrak:** Penelitian ini bertujuan untuk menganalisis penerapan Manajemen Hubungan Pelanggan (CRM) berbasis media sosial dalam membangun kepercayaan dan kepuasan pelanggan di industri teknologi perikanan budidaya melalui Program SOBAT. Penelitian ini menggunakan pendekatan kualitatif dengan desain deskriptif-fenomenologis melalui wawancara mendalam, observasi, dan dokumentasi. Analisis ini didasarkan pada Teori Pemasaran Hubungan dan Teori Komitmen-Kepercayaan, yang menjelaskan bahwa hubungan jangka panjang dibangun melalui kepercayaan sebagai landasan utama kepuasan pelanggan. Hasil penelitian menunjukkan bahwa komunikasi yang transparan, pendidikan digital, dukungan teknis, dan interaksi yang responsif melalui Facebook dapat meningkatkan kepercayaan, yang pada gilirannya memperkuat kepuasan pelanggan terhadap produk dan layanan perusahaan. Kontribusi penelitian ini terletak pada pengembangan model implementasi Manajemen Hubungan Pelanggan Sosial (SCRM) yang didasarkan pada pendidikan digital melalui Program SOBAT, yang memperkaya literatur CRM di industri teknologi perikanan budidaya serta memberikan implikasi praktis bagi perusahaan dalam memperkuat hubungan pelanggan dan menciptakan keunggulan kompetitif yang berkelanjutan melalui integrasi komunikasi digital, transparansi informasi, dukungan berkelanjutan, serta strategi relasional yang adaptif dan berkelanjutan.

**Kata kunci:** Manajemen Hubungan Pelanggan (CRM), Media Sosial, Industri Teknologi Akuakultur, Kepercayaan, Kepuasan Pelanggan

**Abstract:** This study aims to analyze the implementation of social media-based Customer Relationship Management (CRM) in building trust and customer satisfaction in the aquaculture technology industry through the SOBAT Program. The study employs a qualitative approach with a descriptive-phenomenological design using in-depth interviews, observations, and documentation. The analysis is based on Relationship Marketing Theory and Commitment-Trust Theory, which explain that long-term relationships are built through trust as the primary foundation of customer satisfaction. The results indicate that transparent communication, digital education, technical support, and responsive interactions via Facebook can enhance trust, which in turn strengthens customer satisfaction with the company's products and services. The contribution of this research lies in the development of a Social Customer Relationship

Management (SCRM) implementation model based on digital education through the SOBAT Program, which enriches the CRM literature in the aquaculture technology industry and provides practical implications for companies in strengthening customer relationships and creating a sustainable competitive advantage through the integration of digital communication, information transparency, continuous support, and adaptive and sustainable relational strategies.

**Keywords:** Customer Relationship Management (CRM), Social Media, Aquaculture Technology Industry, Trust, Customer Satisfaction

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## INTRODUCTION

The global aquaculture landscape is experiencing increasingly rapid growth in line with the rising demand for fish-based protein sources, thereby reinforcing its role as a vital component in the global food supply chain. Digital transformation has driven significant changes in this sector through the adoption of various technologies that enhance productivity, farming efficiency, product quality, and environmental sustainability. These developments are manifested through the convergent integration of the Internet of Things (IoT), Artificial Intelligence (AI), and a sensor-based instrumentation ecosystem to monitor temperature, pH, dissolved oxygen concentration, and turbidity, as well as to generate real-time aquaculture management recommendations. The application of these technologies has proven capable of improving operational efficiency, reducing the risk of fish mortality, optimizing resource use, and supporting more sustainable aquaculture practices (Olanubi et al., 2024; Singh et al., 2024). This constellation reflects that the evolutionary trajectory of the aquaculture industry is no longer shaped solely by productive capabilities but is also determined by a company's ability to orchestrate the convergence of technological innovations with strategic configurations that elaborate on value propositions for customers.

As technology becomes increasingly complex, aquaculture companies are not only required to provide innovative products but also to build long-term relationships through the implementation of Customer Relationship Management (CRM). Findings (Nilashi et al., 2023) indicate that system capabilities, informational credibility, and service superiority in Customer Relationship Management (CRM) play a crucial role in shaping customers' affective well-being, which in turn fosters greater loyalty and optimizes customer value accumulation. These findings indicate that CRM is not merely a data management system but a business strategy that sustainably integrates communication, service, and the customer experience. Therefore, CRM implementation is a critical strategy for acquiring new customers, retaining existing ones, and creating a valuable product experience through effective communication and after-sales service.

Conceptually, CRM is grounded in the relationship marketing paradigm, which articulates the urgency of constructing, institutionalizing, and elaborating on sustainable relationships between corporations and customers to foster trust, satisfaction, and loyalty. Advances in digital technology have subsequently given rise to electronic Customer Relationship Management (e-CRM), which enables service personalization, multichannel communication, satisfaction monitoring, and real-time complaint handling through digital platforms (Mubdir et al., 2025). Additionally, customer attitudes influence the intention to use technology (Aulia & Marsasi, 2024). Findings (Solekhah & Marsasi, 2025) also confirm that customer trust plays a crucial role in enhancing customer engagement, satisfaction, and loyalty; thus, the implementation of CRM is highly relevant in the technology-driven aquaculture industry, which requires continuous education and guidance.

Although CRM offers various advantages in building sustainable relationships, its implementation at PT Aditya Inovasi Makmur still faces challenges. Some aquaculture farmers remain hesitant to adopt new technology due to limited knowledge, lack of experience, and a

lack of understanding of the benefits offered by the company. These conditions have prevented the innovation from fully establishing customer trust and satisfaction. Research (Amoussouhoui et al., 2024) indicates that the success of technology adoption is influenced by user knowledge, perceived benefits, and support from the technology provider. Therefore, implementing CRM that focuses on personalization, education, and relational continuity is a strategic prerequisite for overcoming customer skepticism while accelerating the development of trust and customer satisfaction.

To address these challenges, reducing customer skepticism cannot be achieved through Customer Relationship Management (CRM) alone but also requires the right marketing strategy. According to (Yoo et al., 2024), data-driven marketing can enhance decision-making effectiveness, service personalization, and a company's competitive advantage. Therefore, this study implements the Segmentation, Targeting, Positioning (STP) strategy and the 4P marketing mix to identify customer characteristics, determine the target market, and formulate a value proposition aligned with customer needs. These strategies are then integrated into a CRM framework to institutionalize long-term relationships by strengthening trust and customer satisfaction. The conceptual configuration of this study is illustrated below:

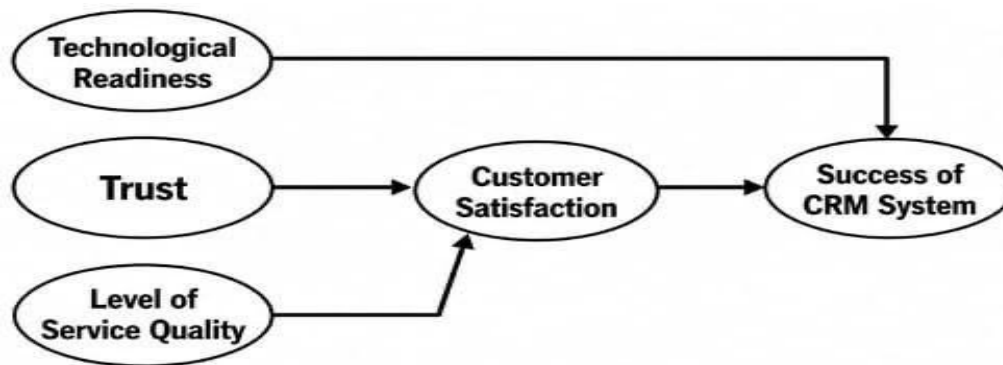


Source: Boulette (2025)

**Figure 1. Framework for Implementing Social Media-Based Customer Relationship Management (CRM)**

Figure 1 illustrates the implementation of social media-based Customer Relationship Management (CRM) as a corporate strategy for building long-term relationships with customers through interactive digital communication. Social media is utilized as a platform for disseminating information, providing product education, offering consultations, and facilitating two-way interaction, which enables companies to better understand customer needs. In addition to supporting the rapid dissemination of information, social media also serves as a medium for building trust through responsive, transparent, and consistent communication. Thus, the implementation of Social CRM functions not only as a promotional tool but also as a means to strengthen customer engagement, enhance customer satisfaction, and foster sustainable relationships between the company and its customers.

The relationship between technological readiness, trust, service quality, customer satisfaction, and the success of Customer Relationship Management (CRM) implementation is illustrated in Figure 2 as follows:



Source: (Al-Bashayreh et al., 2022)

**Figure 2. The Relationship Between Customer Relationship Management, Trust, and Customer Satisfaction**

Figure 2 shows that trust and service quality act as antecedent factors that shape customer satisfaction, while technological readiness has a direct impact on the success of the CRM system. Customer trust, supported by good service quality, enhances customer satisfaction as the primary mediating variable. Furthermore, high customer satisfaction contributes to the overall success of CRM implementation. These findings confirm that CRM success is determined by a combination of technological readiness, customer trust, and the service quality perceived by customers.

Paradigmatically, Customer Relationship Management (CRM) theory is grounded in the relationship marketing paradigm, which articulates the significance of building sustainable relationships between corporations and customers through consistent interactions, two-way communication, and the creation of shared value in fostering long-term relationships (Mubdir et al., 2025). From a modern CRM perspective, trust is viewed as the primary factor determining the success of business relationships because customers tend to maintain relationships with companies that are honest, consistent, and capable of providing sustainable benefits (Ledro et al., 2025). In the aquaculture technology industry, this concept is implemented through the use of Facebook as a digital communication and education platform to convey information about aquaculture technologies, product quality, system innovations, and solutions to various problems in a fast and interactive manner. The delivery of educational, transparent, and easy-to-understand information can build positive perceptions, increase customer trust, strengthen long-term relationships, and foster customer loyalty and satisfaction, thereby supporting the success of CRM strategies in the digital age (Nilashi et al., 2023).

CRM also emphasizes the importance of building sustainable relationships through the optimal use of digital technology. The implementation of Social Customer Relationship Management (Social CRM) integrates social media, customer engagement, and digital information exchange to strengthen the company's relationship with customers (Mubdir et al., 2025). Facebook is not merely a promotional medium but also serves as an educational platform that facilitates dialogic communication, real-time information dissemination, and increased informational transparency, thereby reducing customer uncertainty. The trust that is built has been shown to play a role in enhancing customer engagement, satisfaction, and loyalty (Solekhah & Marsasi, 2025). In line with technological advancements, modern CRM leverages artificial intelligence (AI), data analytics, and service personalization to enhance the quality of customer interactions. AI-powered CRM models position trust as the primary factor influencing the success of customer relationships; thus, responsive, transparent, and educational digital

communication becomes a critical strategy for building trust in the aquaculture technology industry (Ledro et al., 2025).

Trust represents a foundational pillar in CRM implementation because it consolidates long-term relationships through reliability, transparency, consistency, and service excellence. In the aquaculture technology industry, trust is not solely determined by product excellence but also by the validity of digital information, the integrity of data protection, and a company's ability to develop technology-based solutions to mitigate the complexities of operational risks. Honest, responsive, and consistent information shared via Facebook as a Social Customer Relationship Management (SCRM) platform can reduce customer uncertainty, increase confidence in technology, and strengthen customer loyalty and the sustainability of customer relationships (Alnofeli et al., 2026). The integration of social media into CRM also supports buyer-seller information exchange through fast, relevant, and transparent two-way communication, thereby strengthening trust-based business relationships (Ali et al., 2026). Furthermore, advancements in IoT, AI, and social media increasingly underscore that interactive and educational digital communication is a key factor in building trust, which in turn mediates the relationship between digital service quality, social media interactions, and customer loyalty (Andaresti & Marsasi, 2025; Zaman et al., 2025).

Customer satisfaction serves as a fundamental indicator of the effectiveness of Customer Relationship Management (CRM) because it reflects a company's ability to meet customer expectations, needs, and evaluations through service excellence, ongoing communication, and sustained support. The American Customer Satisfaction Index (ACSI) model confirms that expectations, quality, and perceived value constitute customer satisfaction, which in turn drives loyalty and sustained relationships (Kim et al., 2024). In the aquaculture technology industry, satisfaction is influenced by the quality of information, system accessibility, service responsiveness, and Facebook-based digital education on Internet of Things (IoT) (Nilashi et al., 2023). The implementation of AI-powered CRM also optimizes service personalization, customer experience, sustainable profitability, and customer satisfaction (Alnofeli et al., 2026).

## **METHOD**

The analysis of the research evidence in this study adopts a qualitative-descriptive approach oriented toward explanation, interpretivity, and phenomenological elucidation based on the construction of participants' subjective experiences. (Høffding et al., 2022) The qualitative approach enables the revelation of subjective experiences through phenomenological analysis that emphasizes reflexivity, intersubjectivity, and interpretation. Data were collected primarily through in-depth interviews, supplemented by observation and documentation. This approach aims to understand social reality as constructed by the informants, thereby yielding insights into the meanings, patterns, and themes emerging from the phenomena under study. The research subjects included the implementation of the Segmentation, Targeting, Positioning (STP) strategy, the 4Ps of marketing mix, and the Customer Relationship Management (CRM) strategy through the SOBAT (Sahabat Obrolan Tambak) Program in the technology-based aquaculture industry.

## **RESULTS AND DISCUSSION**

The implementation of the Segmentation internal Targeting (STP) strategy, the 4P marketing mix, and Customer Relationship Management (CRM) is operationalized through the integration of Aquaculture Technology with a differentiated marketing approach and the SOBAT (Sahabat Obrolan Tambak) Program. According to Chotisarn & Phuthong, (2025), these strategies are supported by a marketing technology ecosystem based on customer data, digital technology, and analytics to optimize segmentation accuracy, marketing effectiveness, and the institutionalization of sustainable relationships with customers. Empirical evidence was obtained through in-depth interviews with a Supervisor who also serves as an Aquasupport

Specialist (CRM) and consumers of aquaculture products to explore the implementation of marketing strategies, customer characteristics, the marketing mix, and the effectiveness of the mentoring program. A summary of the interview results is presented in Table 2:

**Table 1. Research Interview**

| Question                                                                     | Summary of Results                                                                                                                                                                                                                                                                                                                                                                                                             |
|------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| How does the company segment the market?                                     | Customers are categorized based on traditional, semi-intensive, and intensive aquaculture systems. Segmentation is also differentiated by product. Users of feed additives, probiotics, and disinfectants are predominantly aquaculture farmers, while users of water test kits include aquaculture farmers, laboratories, and feed mills. Intensive aquaculture farmers are more open to technology than traditional farmers. |
| Who are the primary targets, and which products are used most frequently?    | The primary target is fish farmers, with an approach tailored to their specific farming systems. Feed additives and water test kits have a faster purchase cycle because they are used routinely. Customers who have developed trust tend to place repeat orders based on their own experience or recommendations from other fish farmers.                                                                                     |
| What is the company's position in the industry?                              | The company's position varies by product line. It is a pioneer in feed additives with proprietary formulations but a market follower in probiotics and water test kits. Overall, the company positions itself as an adaptive market follower that continues to innovate through environmentally friendly products.                                                                                                             |
| How does the company set product prices to remain competitive in the market? | The company sets prices based on market conditions, customer purchasing power, product characteristics, and research findings. Competitive products are marketed at competitive prices, while premium products are priced according to their value, quality, and effectiveness.                                                                                                                                                |
| What are the marketing and distribution challenges?                          | Sales rely on WhatsApp and online channels; marketing through aquaculture stores remains limited; the number of field staff is insufficient; skepticism among fish farmers remains high; distribution to remote coastal areas incurs high costs; and there are threats from competitors and rising prices of imported raw materials.                                                                                           |
| What does the company need to develop a marketing strategy?                  | The company needs a strategy to strengthen customer education, digital communication, technical support, and distribution effectiveness, while also fostering positive word-of-mouth through customer experiences and testimonials to boost trust, repeat purchases, and long-term relationships.                                                                                                                              |

Source: Salsa Billa

The interview results indicate that the implementation of the marketing strategy begins with customer segmentation based on farming systems, namely traditional, semi-intensive, and intensive, leading the company to identify fish farmers as its primary target. The company tends to position itself as an adaptive market follower, although it is a pioneer in feed additives with its own proprietary formulations. Feed additives and water test kits are the company's flagship products because they are used routinely. The company sets prices based on market conditions, customer purchasing power, product characteristics, and the benefits received. Customers' positive experiences drive positive word of mouth, repeat purchases, and trust, although limitations in distribution, technical support, and skepticism toward the technology remain challenges.

**Table 2. SWOT Analysis (4P)**

| SWOT Factors | Industry Conditions                                                                                                                                     | 4P Elements |
|--------------|---------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|
| Strengths    | Data-driven Aquaculture Technology products based on modern technology that facilitate more precise monitoring and management of aquaculture operations | Product     |
| Strengths    | The product's price offers economic value through operational cost efficiency compared to conventional methods.                                         | Price       |
| Strengths    | Active technical support, cultivation education, and after-sales service for customers                                                                  | Promotion   |
| Strengths    | An online distribution system and consultation services that make it easy for customers to access our products even from different locations            | Place       |
| Weaknesses   | Some potential customers still have relatively low confidence in the effectiveness of the cultivation technology.                                       | Promotion   |

|               |                                                                                                                               |           |
|---------------|-------------------------------------------------------------------------------------------------------------------------------|-----------|
| Weaknesses    | The benefits and how the technology works are not yet fully understood by farmers with low technological literacy             | Product   |
| Weaknesses    | The availability of distribution points or physical representatives in some aquaculture areas is still limited.               | Place     |
| Opportunities | Facebook is a widely used platform among the aquaculture community for sharing experiences and information about aquaculture. | Promotion |
| Opportunities | Trends toward sustainable and antibiotic-free aquaculture are driving demand for modern aquaculture products.                 | Product   |
| Threats       | Many aquaculture farmers still rely on personal experience rather than modern technology when making decisions.               | Product   |
| Threats       | The emergence of competitors offering similar products at lower prices                                                        | Price     |
| Threats       | Low digital literacy among some farmers may reduce the effectiveness of marketing through Facebook.                           | Promotion |

Source: Salsa Billa

Based on the results of the SWOT analysis in Table 2, the Aquaculture Technology industry has strengths in technological innovation, technical assistance, and digital platforms, but still faces challenges in the form of low customer trust, low digital literacy, and uneven distribution. These conditions are reflected in the implementation of the marketing mix (4Ps), namely product development as a value-added solution, pricing based on the benefits received by customers, distribution through digital channels, and promotions oriented toward education and building customer trust as the foundation for creating long-term relationships.

Customer Relationship Management (CRM) represents a strategic framework oriented toward institutionalizing sustainable relationships through continuous communication, value creation, and the fulfillment of customer expectations. In the aquaculture technology industry, CRM functions not merely as a system for orchestrating customer relationships, but as a strategic instrument to consolidate trust in aquaculture technologies that possess inherent complexity. The acceleration of digital transformation further catalyzes the implementation of Social Customer Relationship Management (SCRM) through Facebook as a medium for reciprocal communication between corporate entities and customers. Through Facebook, companies can provide technology education, transparent information, evidence of customer success, and ongoing consulting services, thereby helping to reduce customer hesitation regarding the adoption of innovations. Consistent, responsive, and customer-need-oriented communication strengthens trust, which in turn serves as the foundation for customer satisfaction (Mohammed et al., 2024; Rostamzadeh, 2024).

The effectiveness of Customer Relationship Management (CRM) implementation depends heavily on the institutionalization of customer trust, as trust has the ability to reduce perceived risk and boost confidence in product superiority and service quality (Budhathoki et al., 2024; Mohammed et al., 2024). In the aquaculture technology industry, customers require accurate information, adequate education, and technical support before adopting aquaculture technologies. Therefore, Facebook, as part of Social Customer Relationship Management (SCRM), is utilized to build trust through consistent communication, transparent information sharing, technical consultations, and responsive interactions. When customers receive support tailored to their needs and feel more confident in the benefits of the offered technology, trust in the company increases, thereby enabling the maintenance of long-term relationships and strengthening customer satisfaction as a result of effective CRM implementation.

The operational use of Facebook as a Social Customer Relationship Management (SCRM) tool enables corporate entities to build stronger relationships with customers through the dissemination of information characterized by transparency, educational value, and high accessibility. Social Customer Relationship Management (SCRM) leverages social media to strengthen two-way interactions, enhance customer engagement, and create value-based long-term relationships (Mohammed et al., 2024; Rostamzadeh, 2024). This framework aligns with empirical findings (Zain & Marsasi, 2023), which indicate that communication capable of

fostering customer-company identification strengthens customers' positive perceptions of the company, thereby supporting the development of trust. In the aquaculture technology industry, Facebook is utilized as a platform for education, technical consultation, and the sharing of customer testimonials. Consistently shared information enhances the company's credibility, strengthens trust, and fosters customer satisfaction through closer relationships with customers.

The trust established through interactions between the company and customers serves as the foundation for creating customer satisfaction with the products and services received. Customers who demonstrate a high degree of trust tend to form more favorable evaluations of product superiority, service excellence, and corporate communication; thus, trust significantly contributes to accelerating customer satisfaction (Nilashi et al., 2023). In the aquaculture technology industry, customer satisfaction is not solely determined by product superiority but also by informational accessibility, technical assistance, and continuous communication through the Facebook digital platform as a medium for implementing Social Customer Relationship Management (SCRM). Transparent information sharing, continuous education, and quick responsiveness to customer expectations foster a more positive experience, thereby reinforcing perceptions of service excellence and optimizing customer satisfaction (Zhengmeng et al., 2024).

Increased customer satisfaction must be balanced with the company's efforts to maintain the established relationships so they remain sustainable. Continuously orchestrated communication through social media represents one of the strategic instruments in the implementation of Social Customer Relationship Management (SCRM) because it enables corporations to disseminate information, provide educational content, and accommodate customer expectations in a responsive and interactive manner (Busalim et al., 2023; Gandasari et al., 2024). In the aquaculture technology industry, Facebook is utilized as a communication channel to provide information on aquaculture technology, solutions to technical challenges, product developments, and ongoing support. The delivery of relevant and easily understandable information encourages customers to continue interacting with the company, thereby helping to maintain long-term relationships. This not only maintains customer satisfaction but also strengthens the quality of customer relationships, as supported by the findings of (Mbetse et al., 2025).

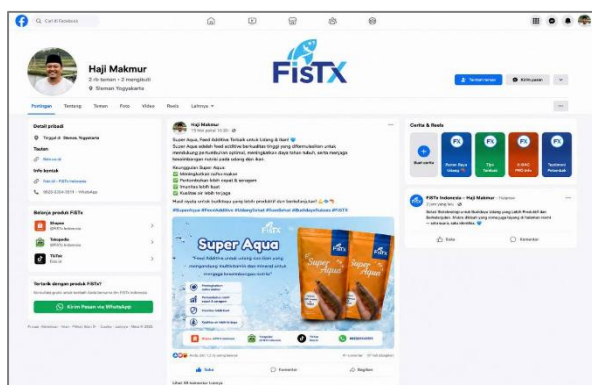
Relationships maintained through ongoing communication will encourage customers to engage more actively in every interaction with the company. Customer engagement is one of the indicators of the success of Customer Relationship Management (CRM) because it reflects customer participation in obtaining information, providing feedback, and interacting via social media (Busalim et al., 2023). Findings (Andaresti & Marsasi, 2025) confirm that the integration of trust and customer engagement plays a crucial role in creating a positive customer experience and strengthening long-term relationships. In the aquaculture technology industry, Facebook is utilized as a platform for discussion, consultation, and aquaculture education, thereby increasing customer engagement, strengthening trust, and helping customers understand the benefits of the technology while sharing their usage experiences with other users.

Customer engagement via Facebook must be supported by meaningful communication that is oriented toward customer needs. The implementation of Social Customer Relationship Management (SCRM), supported by the alignment of social media with CRM activities, has been shown to improve the quality of customer relationships through valuable interactions and information exchange (Mohammed et al., 2024). These findings align with those of Marsasi et al. 2024), who explain that marketing image influences customer decisions; thus, consistent and informative communication can build a positive perception of the company. In the aquaculture technology industry, Facebook is utilized as a platform for aquaculture education, the dissemination of technical solutions, and relevant product information. Providing accurate information helps customers build confidence in the benefits of the technology, thereby strengthening trust and enhancing customer satisfaction (Rostamzadeh, 2024).

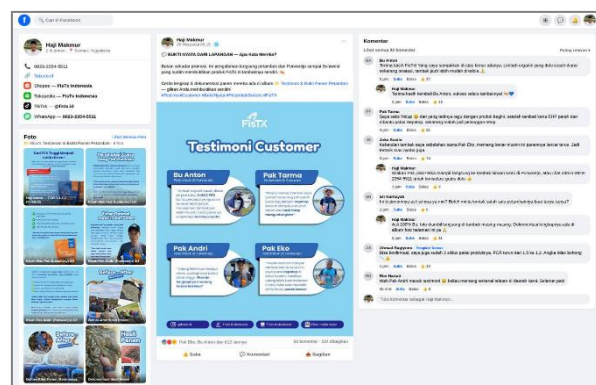
Relationships built through communication and the dissemination of high-quality information will encourage customers to share their positive experiences with other users via social media. Informational credibility in electronic word-of-mouth (e-WOM) has been shown to intensify customer trust in the information received, thereby consolidating confidence in decision-making (Ngo et al., 2024). These findings align with those of Gunanto Marsasi & Barqiah (2026), who also explain that relevant and credible information shapes consumers' positive evaluations before influencing behavioral responses. In the aquaculture technology industry, testimonials, farming experiences, and customer recommendations via Facebook serve as forms of social proof that reduce uncertainty regarding the technology, strengthen trust, enhance customer satisfaction, and consolidate a sustainable relationship between the corporation and its customers.

Positive exposure constructed by customers through interaction, information dissemination, and continuous communication will institutionalize sustainable relationships between corporate entities and customers. The effective implementation of Customer Relationship Management (CRM) has the capability to consolidate the quality of the relationship through the orchestration of services, communication, and customer experiences, thereby accelerating trust and customer satisfaction (Yoo et al., 2024). Furthermore, Zhengmeng et al. (2024) also explain that relationships built on trust can strengthen customer satisfaction while maintaining the sustainability of the relationship. In the aquaculture technology industry, Facebook is utilized as a Social Customer Relationship Management (SCRM) platform to provide interactive communication, education, technical consultations, and rapid responses. This implementation creates a valuable customer experience, strengthens trust, enhances customer satisfaction, and supports the success of social media-based CRM.

Information transparency is a key element in strengthening the implementation of Customer Relationship Management (CRM) in the aquaculture technology industry. Providing accurate, consistent, and easy-to-understand information helps reduce customer uncertainty regarding the use of aquaculture technology and builds confidence in product credibility and corporate service excellence (Khatun et al., 2026). In the implementation of Social Customer Relationship Management (SCRM), Facebook is utilized as a platform to share educational content, customer testimonials, and technical information that supports the decision-making process. Credible information strengthens long-term relationships, enhances customer satisfaction, and encourages customers to feel they are receiving information that is relevant, transparent, and tailored to their needs; thus, the quality of information serves as the cornerstone of a successful social media-based CRM strategy.



Source: Salsa Billa

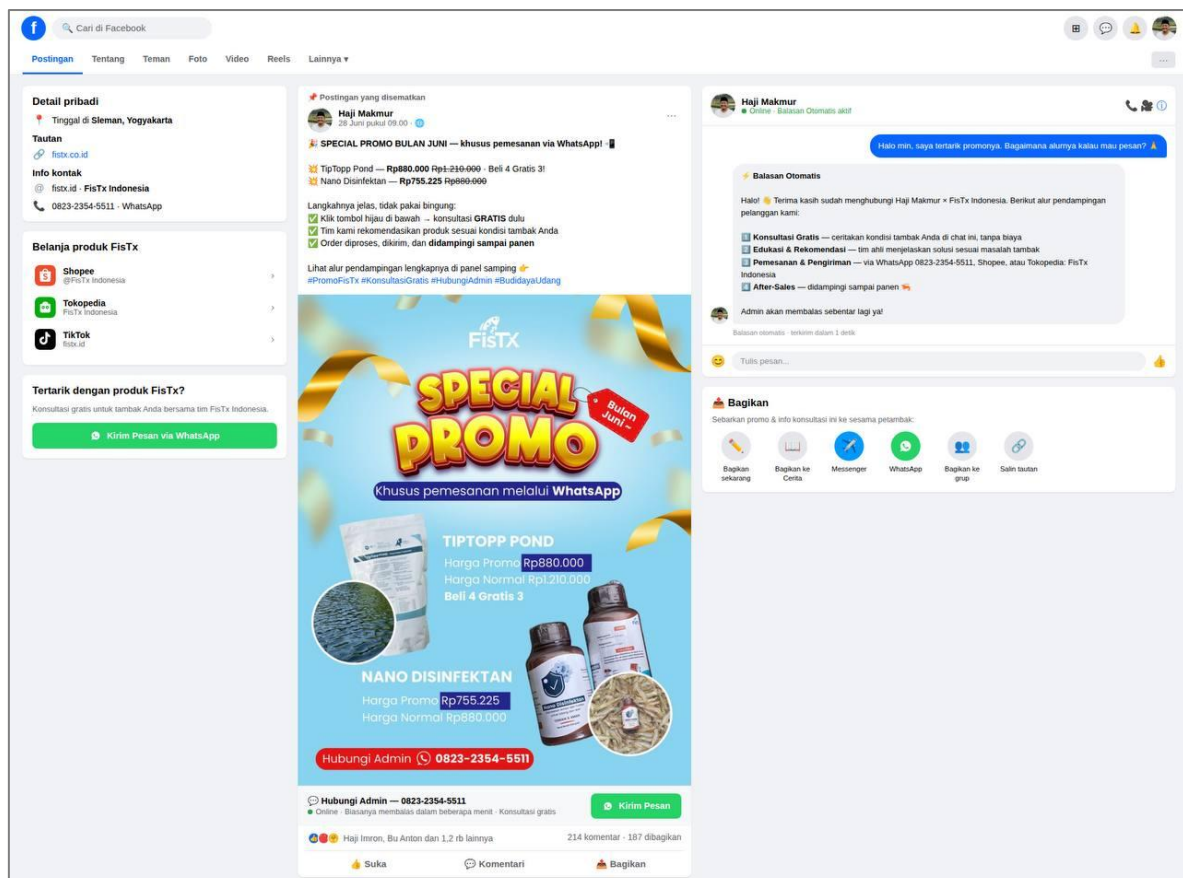
**Figure 3. Facebook Landing Page**


Source: Salsa Billa

**Figure 4. Testimonial Evidence**

In Figure 3, the Facebook Landing Page is operationalized through the orchestration of feed posts, informational captions, comment sections, and the convergence of various corporate digital channels into a single integrated ecosystem. Feed posts serve as the primary focus of communication, while captions are organized hierarchically to facilitate information comprehension. Transparency is enhanced by providing links to the official website, marketplace, corporate social media, and WhatsApp integration in the sidebar. In addition to facilitating information verification, the comment section serves as a space for dialogic interaction that reinforces the open dissemination of information. This configuration optimizes the credibility of communication, the accessibility of information, and the overall quality of the user experience.

In Figure 4, the implementation of testimonials and tangible evidence of farmers' success on the Facebook landing page is achieved through feed posts, visual documentation, photo albums, and the comments section as media for conveying real customer experiences. Testimonials are placed in the main area for easy access, while documentation of aquaculture results, farmers' identities, and discussion activities in the comments section reinforce the open validation of information. From a Customer Relationship Management (CRM) perspective, the presentation of this empirical evidence serves as social proof that builds perceived trust and reduces skepticism toward aquaculture technology. Findings (Yum & Kim, 2024) indicate that other users' experiences on digital platforms have a positive influence on trust and customer satisfaction; thus, the articulation of testimonials represents a strategic tool in institutionalizing sustainable relationships with customers.



Source: Salsa Billa

Figure 5. Implementation of a Call to Action

The implementation of clear Call-to-Action (CTA) elements and a customer guidance flow is designed to facilitate customers in proceeding through the consultation process all the way to product purchase via the landing page. The Messenger Auto-Reply feature provides

quick responses that guide customers through four stages: free consultation, education and recommendations, ordering via WhatsApp, Shopee, or Tokopedia, and after-sales service in the form of support through the harvest period. Additionally, the “Share” panel expands the reach of information through various digital channels, thereby increasing the effectiveness of promotional outreach. This configuration positions the SOBAT Program as a digital Customer Relationship Management (CRM) solution that integrates ease of access, responsive communication, and ongoing support to boost customer conversion and strengthen long-term relationships.

Based on the results of interviews and an analysis of marketing strategies at aquaculture companies, the implementation of the SOBAT (Sahabat Obrolan Tambak) Program was designed as a digital Customer Relationship Management (CRM) strategy that integrates customer education, communication, and support into a single platform. This program is focused on building customer trust by providing transparent information, easy access to consultations, sharing testimonials and proof of success, and offering ongoing technical support. In addition, the SOBAT Program is also designed to foster customer loyalty and improve the effectiveness of marketing processes through collaboration between the Marketing, Digital Sales, and Technical Support teams. The proposed implementation design of the SOBAT Program in this study is presented in the following table.

**Table 3. Application of the Managerial Implications of the SOBAT (Sahabat Obrolan Tambak) Program**

| Aspect                | Description                                                                                                                                                                                                                                                                                                       |
|-----------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Objective             | To build trust through information transparency; to strengthen long-term relationships through education- and guidance-based CRM; to improve customer satisfaction through easily accessible consultation channels; to foster loyalty and support purchasing decisions through testimonials and proof of success. |
| Implementation Period | Ongoing program via a Facebook landing page                                                                                                                                                                                                                                                                       |
| Person in Charge      | The Marketing Team in collaboration with Digital Sales and Technical Support                                                                                                                                                                                                                                      |
| Target                | Shrimp and fish farmers; potential customers (prospects); active customers who need guidance; distributors and aquaculture partners                                                                                                                                                                               |
| Activities            | Transparency of product information; testimonials and proof of success; consistency in educational content and branding; access to consultations via WhatsApp Business; credibility of the company's identity; technical support content; clear Call to Action (CTA)                                              |
| Output                | Availability of the “Haji Makmur” Facebook landing page as a customer communication channel, regularly published educational content and product information, and consultation services integrated with WhatsApp Business.                                                                                        |

Source: Salsa Billa

The SOBAT program implements a digital CRM to solidify sustainable relationships through institutionalized education, reciprocal communication, and orchestrated customer support. This program integrates information transparency, user testimonials, educational content, consultations via WhatsApp Business, technical support, and clear Calls to Action (CTAs), thereby reducing customer uncertainty regarding the adoption of aquaculture technology. Findings (Khatun et al., 2026) indicate that the information transparency provided by companies fosters customer trust. Additionally, presenting testimonials and evidence of success as forms of social proof reinforces customers' positive perceptions of products and services, which ultimately increases satisfaction and loyalty (Açıkgöz et al., 2024; Yum & Kim, 2024). The implementation of Social Customer Relationship Management (SCRM) through digital platforms also makes it easier for customers to access information, seek advice, and receive ongoing support. This is supported by Khatun et al. (2026; Mbetse et al. 2025), who emphasize that the quality of information, platform accessibility, and service experience contribute to increased customer satisfaction while strengthening long-term relationships between companies and customers.

## CONCLUSION AND RECOMMENDATIONS

### Conclusion

The empirical evidence from this study indicates the successful implementation of Customer Relationship Management (CRM) in the technology-driven aquaculture industry through a combination of Segmentation, Targeting, and Positioning (STP) strategies, the 4Ps of marketing, and the SOBAT (Sahabat Obrolan Tambak) Program, which is carried out via the “Haji Makmur” Facebook landing page. This program provides aquaculture education, transparent product information, customer testimonials, as well as ongoing technical consultation and support via WhatsApp Business. This approach has proven effective in reducing traditional farmers’ skepticism toward data-driven aquaculture technology, while simultaneously strengthening customer trust in the company.

The research findings also indicate that trust and service quality serve as the primary factors shaping customer satisfaction, while technological readiness directly contributes to the overall success of the CRM system. The resulting customer satisfaction ultimately drives customer loyalty and repeat orders in the technology-driven aquaculture industry. This constellation of findings confirms that the efficacy of Customer Relationship Management (CRM) does not depend solely on technological superiority but is also shaped by trust and service excellence as directly perceived by customers; therefore, corporations are obligated to continuously strengthen customer education, informational transparency, and customer support.

### Recommendations

This study recommends that PT Aditya Inovasi Makmur continue to optimize the implementation of Customer Relationship Management (CRM) through the use of digital technology and the strengthening of customer support programs, such as SOBAT, to improve the quality of long-term relationships with customers. In addition, the company needs to expand its data-driven marketing strategy by integrating digital media, conducting periodic customer satisfaction evaluations, and developing services that are more adaptable to the needs of fish farmers. For future research, it is recommended to quantitatively test the impact of CRM implementation, STP strategies, and the marketing mix on variables such as trust, satisfaction, customer loyalty, and purchasing decisions in the aquaculture technology industry, thereby obtaining more comprehensive empirical evidence regarding the effectiveness of the implemented marketing strategies.

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