

Investigation of Factors that Affect Customers Do Not Re-Purchase the Original Product Component with Root Cause Analysis

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Submission date: 17-Jul-2020 12:36PM (UTC+0800)

Submission ID: 1358509117

File name: hase_the_Original_Product_Component_with_Root_Cause_Analysis.pdf (1.02M)

Word count: 5913

Character count: 31742

Investigation of Factors that Affect Customers Do Not Re-Purchase the Original Product Component with Root Cause Analysis

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Abstract

This research was conducted to customer at PT. Kobexindo Tractors Tbk Surabaya which has an unit of Doosan excavators but do not make a purchase spare part of Doosan but uses another. Therefore, Doosan spare part must analyze the factors that affect the Doosan excavator customers do not buy Doosan excavator parts in PT. Kobexindo Tractors Tbk Surabaya branch. Based on the results of research, there are four (4) factors that affect customer PT. Kobexindo Tractors Tbk Surabaya do not buy Doosan excavator spare parts. These factors are quality, price, availability, and service. For these factors, there are two factors that most affect customers do not buy part of Doosan excavators, the service factor and availability factor.

After knowing the factors as the main reason of customers do not buy Doosan parts, it is necessary to do root cause analysis (RCA) to explore the root cause of these factors to create the proposed program that should be implemented in order to increase sales of Doosan excavator spare part in PT. Kobexindo Tractors Tbk Surabaya branch. Root Cause Analysis is done by developing techniques Rev 5 diagram. From the results of root cause analysis (RCA) for the availability factor, part of Doosan recommended program to providing business consultant for every customer served directly in the field to escort needs and the availability of parts in the unit Doosan excavator. Part of Doosan is recommended to improve service factors by make "Mobile Store Program" to use a mobile operational, to accelerate the delivery part. And evaluate the business processes of a business process is expected to find a fast, safe and profitable company and customers.

The results of the identification of existing programs at Doosan spare parts are as follows. PT. Kobexindo Tractors Tbk can remove programs Consultancy Spare parts and Joy Full Program Meeting Program. These programs are not effective and less desirable by customers so it is better not continue anymore. While other programs such as Campaign Programs Spare parts, Spare parts Credit Program, and Blanket Order Program is a program that is interesting and could be continued, but need to be reviewed for these programs in order to become effective implementation.

Keywords:

Purchasing behavior, availability, services, root cause analysis.

BACKGROUND

PT. Kobexindo Tractors Tbk is a distributor of heavy equipment in Indonesia and become one of the companies that's engaged in the business market. The products are Excavator Doosan from Korea, Breaker Doosan from Korea, Mining Truck NHL-TR 50 from Scotland - China Forklift Junchendrick of Germany and others. The demand for heavy equipment excavator especially in Indonesia continues to increase from year to year, because of the natural potential of Indonesia and infrastructure development. In addition to selling its products, PT. Kobexindo Tractors Tbk and other heavy equipment company, also serves the after sales services of the products it sells. PT. Kobexindo Tractors Tbk also provide spare parts sales services for its products. This service is useful to assist consumers in maintaining the unit in a condition ready for production to the maximum so that that the consumers can make profit out of it.

All customers who have purchased units of excavators in PT . Kobexindo Tractors Tbk will automatically be enrolled in the system spare parts excavator on the unit, so that the company would know the entire purchase spare parts at Doosan excavator customers. But not all consumers who have purchased units of Doosan excavator intends to utilize the services after sales services, particularly Doosan excavator spare parts department of PT . Kobexindo Tractors Tbk at Surabaya Branch. As the holder of the exclusive right to market the original spare part Doosan excavator, Doosan excavator spare part cannot be sold by other parties. Consumers who have had but did not buy Doosan excavator Doosan excavator spare parts PT Kobexindo Tractors Tbk Surabaya Branch usually buy Doosan excavator spare parts spare parts at retail store (the term given by an authorized dealer of heavy equipment). Spare parts that are sold at retail parts stores are usually derived from local vendors and spare parts made in china which is a knockoff or counterfeit parts.

PT. Kobexindo Tractors Tbk has faced challenges in the behavior of consumers who make purchases at other retail stores spare parts. Behavior of customers who do not buy spare parts for PT Doosan negative impact. Kobexindo Tractors Tbk at Surabaya Branch is losing revenue from the purchase of spare parts by Doosan excavator users, so it will result in loss of customers and revenue. It is feared that the impact on brand reputation Doosan excavator unit becomes less good.

Prior to the low purchase of spare parts problems Doosan, PT . Kobexindo Tractors Tbk has issued several programs to prevent customer purchase spare parts at retail stores spare parts, namely :

1) Spare Part Consultancy

In this program PT . Kobexindo Tractors provide consulting services relating to the use of inventory and spare parts management.

2) Joy Full Meeting

The program is always educating to the consumer to schedule regular meetings between consumers and PT.Kobexindo Tractors for mendiskusika nmengenai product support are provided.

3) Spare Part Campaign

This special program gives variety of discounts on every purchase spare parts at regular intervals .

4) Blanket Order

The program provides a guarantee to the consumer for the consumer availability of spare parts , special pricing , and delivery time to provide an accurate calculation of the consumer part needs 6 months - 1 year of use of spare parts .

5) Credit Part Program

This program makes it easy for the customer in the payment of any spare part taken by the consumer , the credit payment system within a specified period . And the provision of additional discount Kobexindo Tractors Tbk and PT Doosan as a principle .

These programs have not increased sales of spare parts Doosan because customers still do not buy spare parts Doosan PT . Kobexindo Tractors Tbk at Surabaya branch. This is certainly very influential on the achievement of PT . Kobexindo Tractors Tbk Surabaya branch .

Table 1

Achievement Spare Part Doosan Excavator PT. Kobexindo Tractors. Tbk.

Surabaya Branch

Re v	Jan	Feb	Ma r	Ap r	Mei	Jun	Jul	Au g	Sep	Okt	Des	Total
Pla n	52,6 21	56, 279	90, 207	90, 207	82, 690	75, 173	60, 138	56, 379	45, 103	37, 586	56, 841	248,0 70.24
Act	17,8 91	14, 658	34, 279	22, 552	19, 019	41, 345	13, 832	36, 554	14, 884	9,3 96	14, 211	76,91 5
%	34%	26 %	38 %	25 %	23 %	55 %	23 %	54 %	33 %	24 %	25 %	31%

Source: *Annual Meeting Report 2012 Part Dept. Kobexindo Tractors Tbk Cabang Surabaya.*

Achievement of targets is unsatisfactory at the Surabaya branch has put into thinking for management. Because PT Kobexindo Tractors Surabaya branch is a branch that has the third largest population of customers and units that exceed other branches. Following table shows the achievement of branch sales Kobexindo Tractors Tbk PT in Indonesia.

Table 2

Revenue Spare Part Doosan 2012 product support department all branches of PT. Kobexindo Tractors Tbk

Cabang PT. KOB	Target 2012 (USD)	Revenue 2012 (USD)	%
Banjarmasin	1.230.400	738.240	60
Jakarta	630.300	163.878	26
Pekanbaru	380.540	76.108	20
Surabaya	248,070.24	76,915	31
Balikpapan	3.470.000	3.088.300	89
Samarinda	1.745.800	1.134.770	65
Bengkulu	403,404	40.340	10
Pontianak	230,552	117.581,50	51

Source : *Part Department*, PT. Kobexindo Tractors Tbk.

From the table above, it can be seen comparing the achievement of Doosan every spare part sales branches and PT. Kobexindo Tractors Tbk. Achievements sale Doosan Spare Part Branch Surabaya still under sales from the sale of other branches. It is needed to be known the cause of less favorable sales of Doosan excavator spare parts in Surabaya

CONCEPTUAL FRAMEWORK

Business market

7
Business market is a market that consists of all the organizations that acquire goods or services for reuse in producing different goods or services then sold, leased, supplied to other organizations (Stanton, 1984, 22).

6
The main industries are included in the business market are: agriculture, forestry, fisheries, mining, manufacturing, construction, transportation, communications, public utilities, banks, financial institutions, insurance agencies, and distribution (Kotler, 2003, 216).

Characteristics of Business Market

Kotler (2003, 216) describes the business market has several characteristics that are very different from the consumer market, namely :

7
1 . Buyer lesser. Business marketers normally deal with far fewer buyers than do consumer marketers .

2 . Buyer greater. Some large companies do almost all purchases in industries such as machinery and heavy equipment .

3 . Supplier - buyer relationship business closely . As the number of business buyers less and interest rate as well as greater buyer power business , suppliers are often expected to adjust their bids to the needs of each business buyers businesses. Request derivatives. The demand for business goods actually originated from the demand for consumer goods . For that reason, business marketers must closely monitor the buying patterns of the end consumers.

4 . Request was not elastic. Total demand for various goods and services businesses are not elastic or not too affected by price changes .

Purchase Behavior (Purchasing Behavior)

1. Behavior purchase the business market is the decision-making process by which business buyers establish the need for purchased products and services and identify, evaluate, and choose among brands and alternative suppliers. Companies that sell to other business organizations must properly understand the behavior of buyers in the market so that the business of a company is able to compete and customers do not switch to another brand (Zaltman 1979 ,6).

2. According to Kotler (2003, 217) based business market buyer behavior buying decision process, namely: "Customer Experience, Customer who want speed in maintenance and repair, manufacturing of products based on orders, and reliable technical assistance."

Product to Market

Tjiptono (2008, 95) describes the industrial goods market can be divided into three one of which is a part of material and goods that are wholly or fully enter into the finished product. The group was divided into two classes, namely raw materials and finished materials and spare parts.

While Kraljic (1983) distinguishes four business buying process in the market related to the product , where 3 of them are:

1 . **High-value products** (leveraged product) . These products have value and high costs for buyers of small businesses but its supply risk (eg piston engine) because not many companies make . Particular supplier knows that the business buyer will compare the number of bids and the market price, and he needs to show that his offer is able to minimize the total cost of business buyers.

2. **Strategic products** . These products have a high value and cost for business buyers and also tinggi . Business buyers will want a well known supplier and trustworthy and want to pay more than the average price .

3. **Products inhibiting** the smooth working (bottleneck product). These products have value and lower costs for business buyers but has a number of risks (eg, spare parts). Business buyers will want a supplier who can guarantee that the supply is not stagnant.

Product attributes

Perception of Quality Brands, a customer perception to the overall quality of excellence of a product that is related to what is expected by the customer (Sumarwan, 2004, 153). The quality is the ability of a product to perform its functions, including; durability, reliability, and other attributes are valuable in the overall product (Kotler and Armstrong, 2002, 347). *Services as a complement*, typically provide complementary products to measure how far the attitude of love and use the products (Basu and Irawan, 2002, 168).

Price, as the exchange rate from a product company to be issued to a consumer product (Basu and Irawan, 2002, 168). *Ease of obtaining the product* (product availability), how a product is available in a variety of sales agents so as to facilitate finding the product (Sumarwan, 2004, 153).

Consumer Relationship Management (CRM)

According Single (2000, 10) CRM is an approach for companies to identify, implement, obtain, retain customers through a wide range of capabilities in an integrated manner.

The benefits of customer relationship management (CRM):

- a. The number of consumers increases.
- b . Knowing the level of ownership of the company to the consumer.
- c . Knowing the needs of consumers in the future.
- d . Knowing abnormalities in each activity.
- e . Knowing improvements to be made to the service provided to consumers.
- f . Being able to analyze the pattern of transaction data.
- g . Reduce operational risk.

Customer database

5
Customer database is a comprehensive collection of information about individual customers or prospects current, accessible, and actionable for marketing purposes such as lead generation, lead qualification, sale of a product or service, or maintenance of the relationship with the customer (Kotler, 2003, 56)

6
Database marketing is the process used to build relationships , maintain and use customer data and other data (products, suppliers, and resellers) for the purpose of communication. Transaction data and build relationships and activities of the company is a collection of data regarding the transaction, registration information, telephone, and information from any relationship with the customer.

This study will first analyze the characteristic of consumer in the purchase of spare parts Doosan excavators and collect data on purchase behavior of consumers who do not make a purchase Doosan excavator spare part. Furthermore, the data collected were analyzed to identify the factors that influence consumers not to purchase spare parts and factor that most influence. This research will eventually result the proposed programs to boost sales of part Doosan excavator.

METHODOLOGY

To achieve the objectives of this study questions were asked on this study, namely:

- 1 . What are the factors that affect customer Kobexindo Tractors Tbk PT Surabaya so do not buy Doosan excavator spare part ?
- 2 . How are the programs that should be made at Kobexindo Tractors Tbk PT based on the factors that affect customer Doosan Excavators in Surabaya that make they do not buy Doosan excavator spare part ?
- 3 . Were programs at PT . Kobexindo Tractors Tbk to improve Doosan excavator spare part sales have been effective ?

The unit of analysis in this study have relevance to the research questions above. ¹³ The unit of analysis in this study is a customer buying behavior Kobexindo Tractors Tbk PT Surabaya who switched from Doosan excavator spare parts and other products to find the program that should be made Kobexindo Tractors Tbk PT Surabaya branch to increase sales of Doosan excavator spare part.

A total of 20 people were customers of Doosan excavator spare parts in Surabaya became informants in this study are customers of PT. Kobexindo Tractors Tbk Surabaya who do not make a purchase Doosan excavator spare parts. The selection of informants was done with consideration of the criteria in order to analyze the factors that affect the Doosan excavator customers in Surabaya so do not buy Doosan excavator spare parts in PT. Kobexindo Tractors Tbk Surabaya branch and find out programs to boost sales of Doosan excavator spare parts at. Kobexindo Tractors Tbk Surabaya branch. Informants in this study is the organization or individual entity. The researchers conducted interviews for the director, CEO, or owner of the organization because they are the decision makers of the purchase of spare parts.

Procedures and Data Collection

This research will be conducted using these methods:

- 1 . Interviews, types of interviews conducted in this study were interviews with general guidelines. According Poerwandari (2011), in this interview process, researchers equipped a very common interview guide, which lists the issues that must be covered without specifying the order of questions, perhaps even without any form of explicit questions .
2. Documentation, conducted by collecting data are from the company to analyze the problems studied.

Analysis techniques

According Sugioyono (2012 , 91), the data analysis techniques used there are three steps, namely data reduction, the data displays, conclusion drawing/verification, as explained below:

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1 . Data Reduction. The data obtained in the field is quite a lot , for it should be noted carefully and in detail . Reduce summarizes means, choose the basic things, focus on the things that are important, look for themes and patterns. Thus the data which has been reduced to give a clearer picture , and facilitate researchers to perform further data analysis.

2 . Data display. To present data (data display) the author uses Root Cause Analysis tools (analysis root of the problem) root cause analysis (Root Cause Analysis / RCA) is a tool that is very useful work to find the root cause of an incident that had occurred.

3 . Conclusion drawing/verification. Data displays the results obtained from the data and root cause analysis, researchers from the participants through the interview, after going through the process of reduction and display, then the data is adjusted to the existing theory, if in the data with the theory there is a relationship or similarity, the researchers stay take the outline of the results of these studies adjusted for the problems in the research. The findings can be either a description or picture of an object that previously remained unclear so that after investigation it became clear. Analysis of existing data if supported by accurate data , it can be used as a credible conclusion.

ANALYSIS AND RESULT

Doosan Infracore is derived from the South Korean company engaged in the business of heavy equipment . Since its establishment in 1977 Doosan Infracore has been growing rapidly until 2014 Doosan Infracore Construction Equipment is able to deliver products that can be dependable, innovative, value and unique ownership experience for customers. Because Doosan trying to reach a goal to become one of the 3 best global corporate world, the Doosan is focused on accelerating the growth and success of all our customers, dealers, suppliers and employees of Doosan.

Since the founding in 2002 of PT. Kobexindo Tractors Tbk has become the big four distributors of heavy equipment in Indonesia with an extensive distribution network and reach almost all parts of Indonesia. Currently PT. Kobexindo Tractors Tbk has branches including Banjarmasin, Jakarta, Pekanbaru, Surabaya, Balikpapan, Samarinda, Bengkulu, Pontianak, as well as other branches.

Special product excavator PT. Kobexindo Tractors Tbk successfully introduced Doosan excavator in Indonesia, this is evidenced by the success of Doosan excavators excavator to be one of the four highest population in Indonesia and PT. Kobexindo Tractors Tbk successfully obtained an award from the principal of "The Best Dealer" obtained from Doosan in 2011.

Based on the results of interviews with respondents only there are 4 factors that affect customer PT. Kobexindo Tractors Tbk Surabaya so do not buy Doosan excavator parts. These factors, among others:

1 . Factor Perception of Product Quality

Based on the interview, respondents is different qualities. 13 respondents thought that the good parts Doosan, four respondents said that not all the good parts Doosan and Doosan part three respondents complained of poor quality, such as the opinion of the respondents the following:

"In my opinion, the product is not good because piston engines have been damaged after 3 months of operation. Sejarusnya original spare parts can last until the warranty expires unit. But for 3 months already Doosan hany must change again. The durability of Doosan spare part is not that great. "

(Mr. U.S.)

Quality is not the only factor considered in determining consumer purchase. However, most respondents are not concerned about the quality because of the resilience of spare parts can be properly maintained if they have a workforce as operators and those in the field who can use the product carefully so as to minimize the damage.

2 . Factor Price Products

Based on the interview, respondents had different opinions about the price. 15 people say reasonably priced, but 5 people found Doosan expensive spare parts. Following the opinion of the respondents:

"The price is more expensive than the part of the stores, it seems to take too much Kobexindo. Other parts are clearly cheaper than the Doosan had." (PT. DP)

From the statements of the respondents, according to their expensive prices will affect the margins and ultimately to the customer chooses to buy other spare parts. However, other respondents felt that although the price of spare parts Doosan more expensive when compared with parts purchased at other retail stores, but the price of spare parts Doosan remain relatively affordable. So price is not a major issue in determining whether a customer buys or not Doosan spare parts.

3 . Factor Product Availability (spare parts)

Based on interviews, consumers stated that the availability of products is one of the reasons in determining the purchase of spare parts Doosan. Consumers have a different opinion, 16 of respondents believe the availability of spare parts are lacking, but the rest did not think like that, 2 respondents said there was no difficulty in obtaining the product, and 2 respondents did not know the availability of spare parts because they always use a spare part other. The following statement of the respondents who complained availability of products:

"The availability and delivery of spare parts Surabaya office is still lacking. So we have to wait till a few days, while the field could not wait. Trucks and jobs will be abandoned. If other parts of the store more easily and definitely ready, because many of its parts suppliers . If there is not a shop we could find another place." (PT.MK)

Availability of goods is one of the reasons customers in determining the decision to buy spare parts. According to most respondents, the unavailability of spare parts when they need them Doosan is the main reason why in the end the customer does not buy spare parts Doosan. One

of the reasons why the goods ordered are not available is because Doosan lacks sufficient number of stores and spread. So the availability of spare parts is uncertain when his arrival.

4 . Factor services (spare parts)

Based on the identification of the interview respondents , the majority of which 17 respondents stated that the ministry of Kobexindo in providing spare parts Doosan excavator was bad.

"If we do not urgently need may not be a problem. But if you need a quick administrative Doosan it could make annoyed. Buy another easy part, by phone alone can complete. Without any need to be signed." (PT. PR)

Respondents stated that they decided not to buy spare parts for Doosan excavators are reluctant to face service system that is considered a convoluted that will spend more time. As well as the delivery of spare parts a long time so that the respondents in the end tend to prefer to buy at other retail stores that service the system simpler and faster.

Analysis

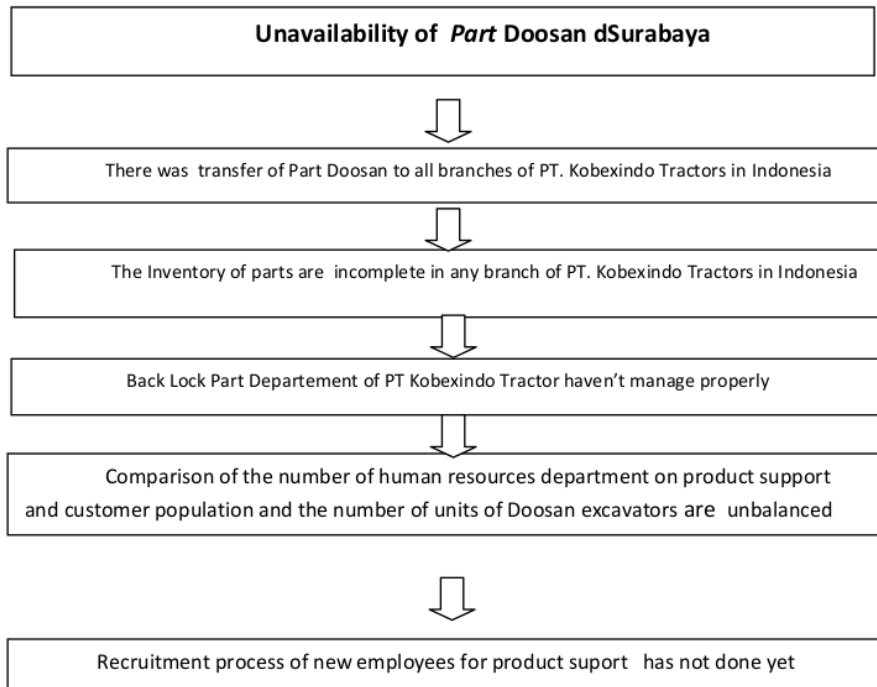
Based on the analysis of the results of the interview respondents , the factors that most affect customers of PT. Tractors Kobexindo so do not buy spare parts service Doosan is and Availability . It is shown from a number of 17 respondents said that the ministry was still bad pembelianspare Doosan part. Similarly avilability products, as many as 16 respondents said that the availability of the product is still difficult to obtain.

From interviews obtained, it is known that not all programs that have been organized by PT. Kobexindo Tractors Tbk effective in its implementation. Part Consultacy and Joy Full Program Meeting Program is a program that turns out to be ineffective and less attractive to customers so it is better not continue anymore.

While other programs like Campaign Part Program, Part Credit Program, and Blanket Order Program is a program that is interesting and can be resumed. For program and Credit Campaign Part Part may be continued as long as the problems regarding the availability of services and can be resolved. While the program can be continued as long as the Blanket Order is not charged to the customer so that they do not feel the loss.

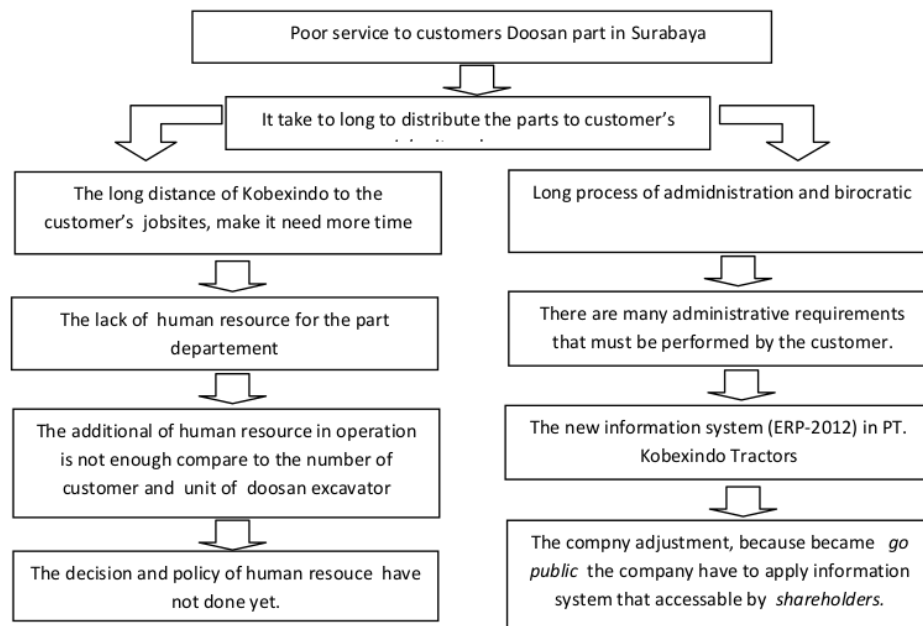
The availability and service factors were analyzed with a root cause analysis to find the root of the problem so that customers can purchase spare parts Doosan excavators . RCA is a causal factor analysis process using techniques designed to focus on identifying and solving problems. Analytical techniques used to solve problems in the RCA is 5 Why Analysis techniques. This technique is very conceptual and factual approach to analyze the root cause. With these questions help tell the problem and get the source of the problem. 5 Why can help quickly find the root causes and prevention efforts as well.

After 5 why analysis on the availability factor , it can be identified as follows:

Figure-2**5 WHY ANALYSIS OF UNAVAILABILITY FACTORS**

After 5 why analysis on the availability factor can, it be identified as follows:

Gambar V.2



The root cause analysis with why diagram 5 techniques that have been carried out on the availability of products and services have identified the cause of the problem. To make improvements of the two factors that influence the purchase of spare parts Doosan further improvements need to be implemented by the company. These improvements should be made programs that can be offered to customers.

Based on interviews with the respondents, the following customer's opinions about the program that has been held for Doosan parts:

1. Spare Part Consuntancy Program

Customers gave opinions that this program does not benefit them. This is due to the programs they've done internally in their company such as unit maintenance activities and spare parts supply. These activities are the operations activities of a company, where the activity has been carried out by employees of their own company. These is the opinion of the customer:

"I do not use it (the program) because I have not need it. I already have someone who is experienced." (PT. MK)

2. Joy Full Meeting Program

Customers found the program is not required. Although they were aware of the purpose of the program, which is to give more attention to customers and assist them in overcoming the problems that will arise in the unit of Doosan excavators, but in fact this program is not required. Because of the limitations of their time to conduct regular meetings.

These is the opinions/comments one of the customer:

"Meetings like this are not too important. Preferably via telephone or direct visit to the field." (UD. OA)

3. Part Campaign Program

The program received not good feedback or less attractive to customers. Because for customers the price is cheap or expensive is not a problem, the customer first consider is the availability of spare parts, such as the following opinion:

"The First thing is your part supplied in Surabaya, then we talk about the price, because, low prices become useless if the part is not there." (PT PM)

4. Blanket Order Program

This program is not desired by the customer. Because customers do not yet have enough Doosan excavators, so that they can still find elsewhere. In addition, customers also reject the terms contained in this program. Blanket order program is a program that provides guarantees for availability of spare parts to customers, reduced price, and delivery time by delivering accurate calculation of consumer needs spare parts 6 months - 1 year of use of spare parts. But if in 6 months if the spare part that has been prepared specifically for the customer is not used by them, the customer must purchase the spare parts.

Here is the opinion of customers:

"From the beginning I reject this course because harm by purchasing the spare parts left over, good on you but not good for me" (Pt. RUA)

Credit Spare Part Program

This program is not used by the customer due to several factors. The most dominant factor is because they do not use spare parts Doosan due to the availability of parts and service Doosan itself. If other factors could have been resolved then the program will automatically beneficial.

Result

Factors affecting customer Kobexindo Tractors Tbk PT Surabaya so do not buy Doosan excavator parts are quality , price , durability , availability , and service purchases. Factors that most affect customers of PT . Tractors Kobexindo so do not buy Doosan parts are as follows:

1. **Service in purchasing.** From 20 companies who became respondents of this research, 17 were stated that service in the purchase of part of Doosan still bad . There are two root causes of service factors. First, the lack of employee make the delivery process take too long time. Secondly, some of the employee have not been trained yet about the latest information system of company.

2. **Availability.** From the 20 companies, 16 were stated that the availability of obtaining the product is still difficult . The root cause of these factors is that the product support

department employees encounter in the process of analyzing parts necessity for every unit of Doosan excavators, so there is no inventory when consumers make a purchase.

Implication

Based on the discussion, the programs should be made Kobexindo Tractors Tbk PT Surabaya branch to increase sales of Doosan excavator part is as follows:

Program to be carried out by the company to address the availability of spare part are, human resources in the product support department should be tailored to the population of the Doosan excavator unit so that the back lock parts on each unit can served as soon as possible and provide business consultant who served directly to each customer's to meet the needs and the availability parts of unit Doosan excavator.

The program should be done by the company to address the service factor is the spare parts are, adding the fleet mobilization and human resources department on product suport. Make the program "moobile store" operate by using the car, to accelerate the delivery of spare parts, and evaluating the business processes of order, so finding a the faster business process, safe and to make benefit both for company and customers.

PT. Kobexindo Tractors Tbk should remove Consultacy Spare parts programs and Joy Full Program Meeting Program, because these programs are not effective and less desirable for the customers. While other programs such as Campaign of Spare parts Programs, Spare parts Credit Programs, and Blanket Order Program is an interesting programs, but need to be reviewed to make it more effective in implementation.

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