



**UNIVERSITY OF INDONESIA**

**STRENGTHENING CUSTOMER AND EMPLOYEE  
SATISFACTION IN PT. XL AXIATA TBK:  
AN NPS APPROACH**

**THESIS**

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**FACULTY OF ECONOMICS  
MAGISTER OF MANAGEMENT  
MM-MBA  
JAKARTA  
JUNE 2012**



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**Submitted to fulfil one of the requirements to obtain degree of  
Magister Management**

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## STATEMENT OF ORIGINALITY

This final paper represents my own effort,  
any idea or excerpt from other writers in this final paper, either in form of  
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## LETTER OF APPROVAL

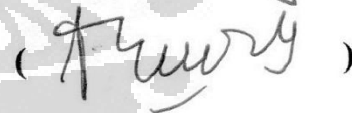
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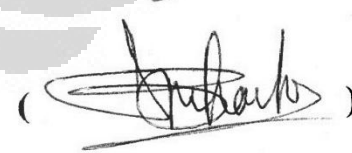
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**Place : Jakarta**

**Date : June, 14<sup>th</sup> 2012**

## PREFACE

Praise to God because of given grace, researcher acquires strength to finalize this thesis. This thesis still has many shortcomings therefore researcher would like to ask forgiveness when there are less acceptable manners during the process of this thesis writing.

On this occasion, researcher would like to say gratitude to:

1. Dr. Adi Zakaria Afiff MBA as thesis advisor who has been willing to provide his time and share his knowledge for this thesis.
2. My lovely family for their affection, prayers and never ending support. I would like dedicate this writing to my parents, all of my brothers and sister.
3. Gina Ayu Lestari who always support me in doing multitasking job. Hope all jobs will be great.
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6. All colleagues in office who help me on this thesis: Mas Panji, Mbak Devi, Adi, IT-SM Team, IT-DA Team.

Furthermore I hope that what I have written in this thesis can provide scientific contribution to anyone who reads and needs it. Suggestion and constructive criticism as an input for enhancements and improvements are really appreciated.

Jakarta, June 14<sup>th</sup>, 2012

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## ABSTRACT

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Title : Strengthening Customer and Employee Satisfaction In  
PT.XL Axiata Tbk: NPS Approach

Customer Satisfaction is inevitable factor that must be considered by company. There are 2 (two) conditions that significant on telecommunication industry during 2011. First, Telecommunication and Transportation Industry had highest GDP growth compared to other service industries. This condition was challenged with telecommunication market environment with tight competitive environments among service provider which made telecommunication service as commodity from subscriber perspective. PT. XL Axiata Tbk, a challenger in Indonesia telecommunication industry, has passed 2011 with remarkable achievement. There might be customer satisfaction factor that involve to support this telecommunication company. As Service Company, one of customer satisfaction factor is good service quality, front line service which come from satisfied employees. To understand customer and employee satisfaction level, NPS can be an alternative tool to measure both satisfactions. Further steps will be conducted to provide significant factor that influence PT. XL Axiata customer and employee satisfaction. Based on analysis, several recommendations will be proposed to improve both satisfaction levels.

Key Words: Service Marketing, PT. XL Axiata Tbk, Net Promoter Score, Customer Satisfaction, Employee Satisfaction

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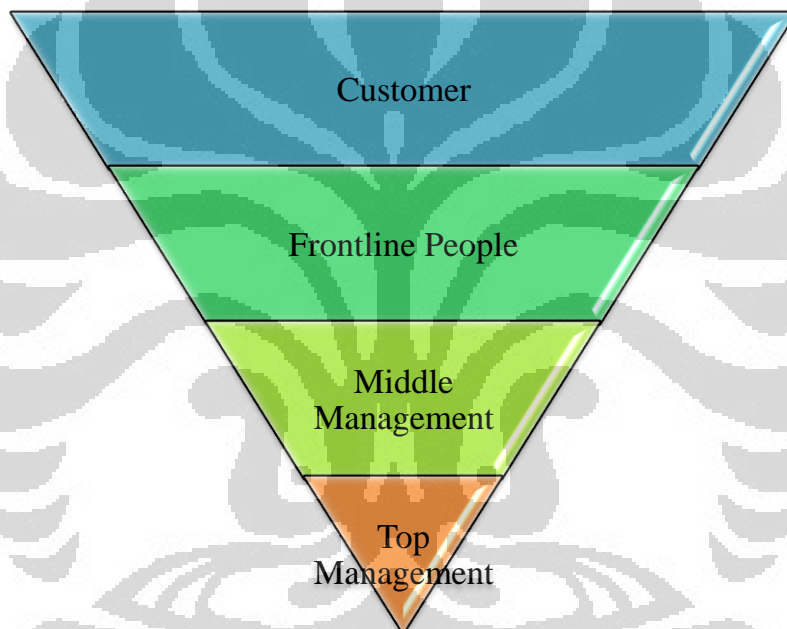
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# CHAPTER 1 INTRODUCTION

## 1.1 Background

In a competitive business environment, consumer satisfaction is a prerequisite for company achievement. Consumer plays a dominant role in company sustainability (Kotler, & Keller, 2011). For that purpose, consumer-centric company will implement Modern Customer-Oriented Organization Chart:



**Figure 1-1 Modern Customer-Oriented Organization Chart**

Source : Kotler, & Keller, 2011

In the other side, consumer can be company source of loss and disadvantages. Many evidences of positive and negative acts from consumer to company can be observed in daily life that influence company image, brand, and revenue either directly or indirectly. Those acts are the yield of consumer satisfaction on company.

Consumer satisfaction is defined as measurement of perceived product or service performance in fulfilling or surpassing consumer expectation (Kotler,

& Keller, 2011). Consumers can quantify company product or service as much as values that they have acquired from it. In purpose to reach intended product or service values, companies have to compete in presenting their awareness over consumers. Through company to customer awareness, company can develop attractive approaches to consumer which aimed to build, enhance, and maintain consumer satisfaction.

In some occasions, consumer satisfaction has a strong relationship with employee satisfaction. Employee as company representative will interact with consumer in daily business activities. Consumers may judge company values based on its employee behaviours. Therefore companies have to ensure that employee satisfaction accommodated as well (Reichheld, 2011).

All efforts and costs to implement consumer and employee satisfaction should be quantified. The result of quantification can be management base point as satisfaction evaluation and improvement. One of widely used tools for consumer satisfaction is Net Promoter Score (NPS). NPS requires satisfaction survey to include one primary question which maps consumer or employee preference in promoting company's brand to their family, colleagues, communities, etc in zero-to-ten scale. One additional question will be presented to follow up primary question; will ask consumer or employee reason to choose that mark for company.

Currently Indonesia cellular telecommunication services are treated as commodity by customer. Costumers are offered by many promotions, packages, or services which mostly similar among telecommunication companies. To overcome that situation, companies need clear and strong value proposition that can be acknowledged by customers. One of important value which can be presented by company is consumer satisfaction.

**Table 1-1 Blackberry Tariff Comparisons**

Package	Tariff (Thousand IDR)		
	PT. XL Axiata	PT. Telkomsel	PT. Indosat
Blackberry 3 in 1 Unlimited	125	N/A	N/A
Blackberry Full Service-Monthly	90	99	90
Blackberry Full Service-Weekly	N/A	35	25
Blackberry Full Service-Daily	5	5	4.5
Blackberry LifeStyle-Monthly	49	60	45
Blackberry LifeStyle-Weekly	N/A	15	15
Blackberry LifeStyle-Daily	2	2	2
Blackberry Business-Monthly	50	80	45
Blackberry Business-Weekly	N/A	20	15
Blackberry Business-Daily	2	3	2

**Source: Companies Websites**

PT. XL Axiata Tbk, second largest telecommunication company in Indonesia, won many customer satisfaction awards, such as: Service Quality Award 2011 Championship-Service Customer Service Star Award 2011 from Carre-CCSL. In line with that achievement, PT. XL Axiata Tbk 2011 revenue, 3.47 trillion IDR, grew 8% compared to 2010 revenue (PT.XL Axiata Financial Report 2011).

In competitive telecommunication market situation and 2011 premium content case that known as Black October, PT.XL Axiata Tbk can pass 2011 with sustainable achievement. There might be a possibility of consumer and employee satisfaction that bring positive impacts to company performance.

## **1.2 Problem Statement**

In Telecommunication Industry, customer satisfaction has a significant role in determining company sustainability. Customer satisfaction should be supported with employee satisfaction performance. Both satisfaction levels are supported with one or several significant factors. NPS can be an alternative to help company

in understanding customer and employee satisfaction and providing an analysis on significant factors.

### **1.3 Objectives**

Objectives that will be provided by this thesis are:

1. Measuring PT. XL Axiata NPS,
2. Measuring PT. XL Axiata e-NPS,
3. Comparing PT. XL Axiata NPS with PT. Telkomsel and PT. Indosat,
4. Providing significant factor on PT.XL Axiata NPS and recommendations to improve this factor,
5. Providing significant factor on PT.XL Axiata e-NPS and recommendations to improve this factor.

### **1.4 Benefit**

This thesis will deliver benefit to PT.XL Axiata, Tbk management as its reference to enhance consumer and employee satisfaction.

### **1.5 Research Method**

In developing this thesis, 2 (two) research methods are applied:

1. Bibliography Research  
Obtaining relevant data that correlate to thesis material. Books, journals and articles are sources of this method.
2. Direct Research  
This method form is surveys that gather customer and employee demography, opinions on several statements or questions.

### **1.6 Systematic of Writing**

This thesis is composed orderly to provide general flow of thinking. Systematic of writing as below:

## Chapter 1: Introduction

This chapter will describe thesis background, problem statement, objectives, and research method. Sub-chapters composed as below order:

- 1.1 Background
- 1.2 Problem Statements
- 1.3 Objectives
- 1.4 Advantages
- 1.5 Research Method
- 1.6 Systematic of Writing

## Chapter 2: Theoretical Framework

This chapter will be theoretical references which utilized along thesis. This chapter will include concepts and related theories as below:

- 2.1 Service Marketing
- 2.2 Consumer Satisfaction
- 2.3 Employee Satisfaction
- 2.4 Net Promoter Score Concept

## Chapter 3: Industry Profile, Company Profile, and Research Method

This chapter describes current Telecommunication Industry condition, PT. XL Axiata Tbk company profile, and also utilized direct research method to accomplish the survey.

## Chapter 4: Analysis

This chapter will utilize survey and interview results to analyze consumer and employee satisfaction on PT. XL Axiata. This chapter will discuss 5 (five) aspects:

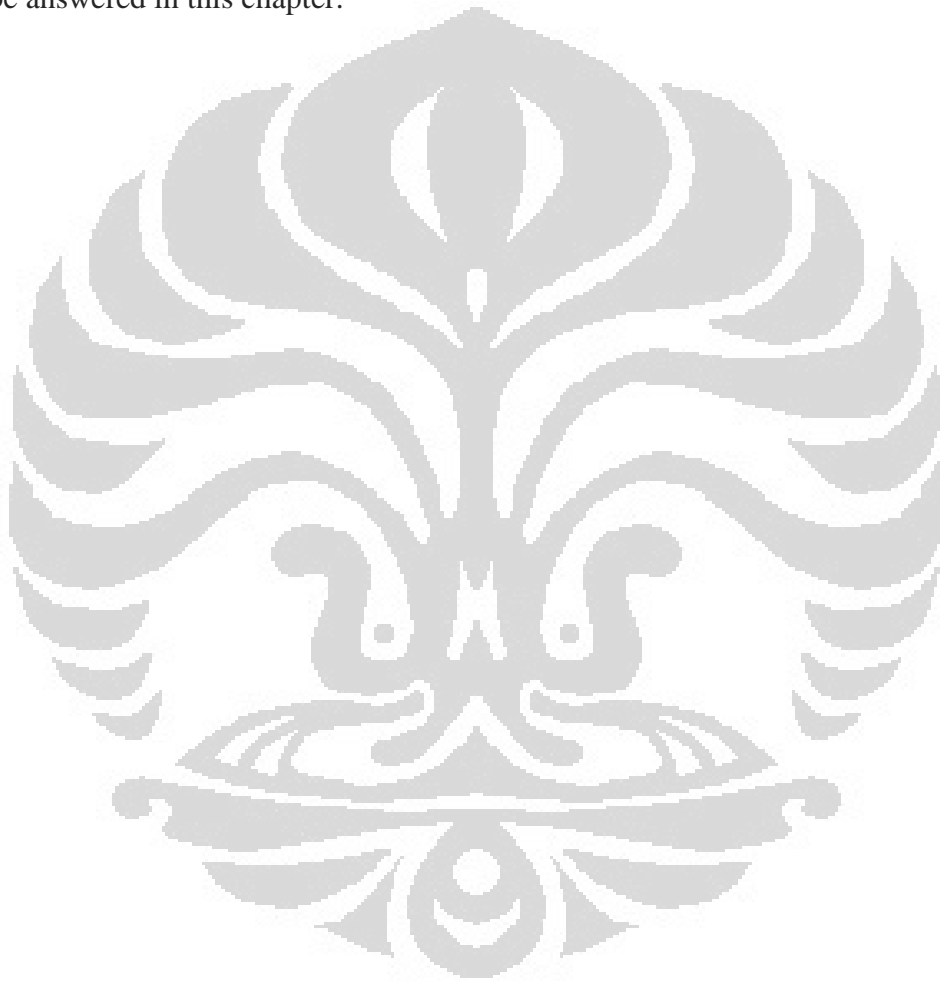
1. PT. XL Axiata NPS
2. PT. XL Axiata e-NPS
3. Comparing XL Axiata NPS with Telkomsel and Indosat



4. Significant factor on PT.XL Axiata NPS and recommendations to improve this factor
5. Significant factor on PT.XL Axiata e-NPS and recommendations to improve this factor

#### Chapter 5: Conclusion and Recommendation

This chapter is the result of analysis chapter. All problem statements will be answered in this chapter.



## **CHAPTER 2 LITERATURE REVIEW**

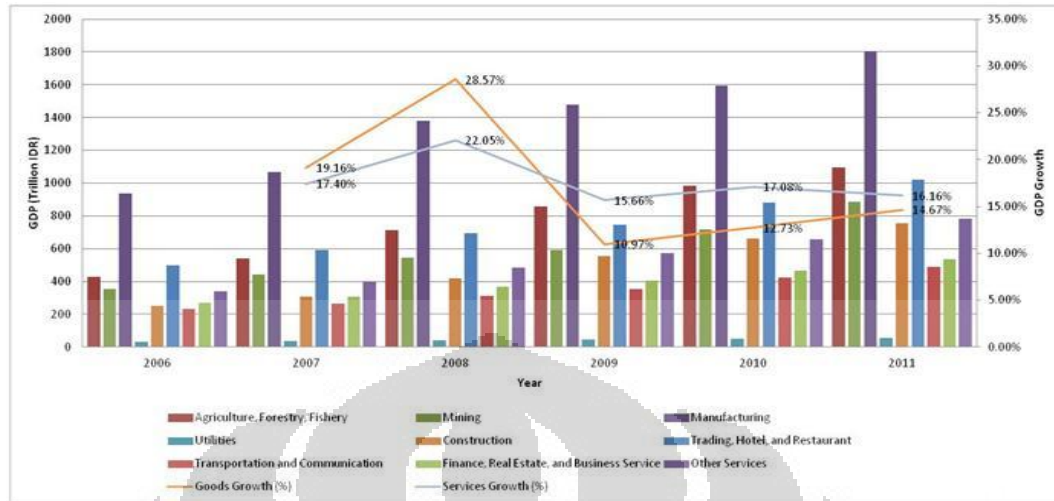
### **2.5 Service Marketing**

#### **2.5.1 Introduction**

In term of delivered benefits, industrial sector is divided into 2 (two) parts: goods and service industry (Lovelock, &Wirtz, 2004). Service benefit is mapped to rental activity that pays only for temporary use of physical facilities (Lovelock, &Wirtz, 2004). There are many motivations for people to acquire service rather than its physical form, such as: insufficient fund to buy, no justification to acquire, use the physical only for a certain time period (Lovelock, &Wirtz, 2004). In perception of Lovelock, and Wirtz (2004), service defined as economics activity that involves intangible values that received by recipients from objects or assets that they have responsibility on it as an exchange of their money, timer, and other efforts. Similar to Lovelock and Wirtz, Zeithaml, Bitner, &Gremler (2009) define service as wide range of products that have intangible form and customer pay for its value base marketplace.

#### **2.1.2 Importance of Service Industry**

Same as Goods Industry, Service Industry supports economics sustainability of a country and has tremendous growth (Lovelock, &Wirtz, 2004; Zeithaml, Bitner, &Gremler 2009). Its support in country economy can be observed through 2 (two) factors: Number of Employment, and Country Productivity (Lovelock, &Wirtz, 2004; Zeithaml, Bitner, &Gremler 2009). Several developed countries data shown that Service Industries have emerged as main sources for both factors. This trend can also be observed in Indonesia as developing country which proven by Indonesia GDP and Employment based on industry.

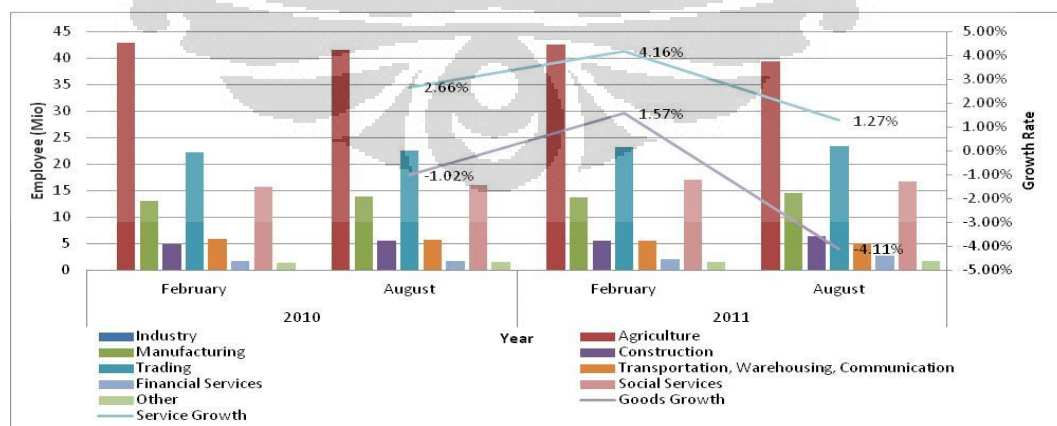


**Figure 2-1 Indonesia GDP 2006-2011**

Source: BPS Data 2011

Based on Figure 2.1, Indonesia GDP growth from service industry has surpassed its goods industry since 2009. Although Indonesia 2011 GDP from service industry (3,643.8 Trillion IDR) still lower than goods industry (3,783.3 Trillion IDR) but it has higher incremental rate. Therefore government and business people should utilize service industry more extensively.

Another factor that indicates service industries importance came from employment statistics that issued by Indonesia Manpower Ministry



**Figure 2-2 Indonesia Employments by Industrial Sectors**

Source: Manpower Ministry Data 2011

Refer to Figure 2.2, Indonesia employees who were working in Service Industries (55.8 Million) is more than Goods Industries (53.87 Million). On the other situation, based on latest statistic service industry had higher growth rate (1.27%) than goods industry (-4.11%).

### **2.1.3 Service Company Based on Underlying Process**

There is a main difference between Service Industry and Goods Industry in term of customer involvement during service production and delivery process (Lovelock, & Wirtz, 2004). Zeithaml, Bitner, & Gremler (2009) identify 4 (four) different characteristics between goods and services that state services are intangible, heterogeneous, simultaneous production and consumption, and also perishable.

Service intangibility refers to service characteristics that can be valued through action or performance rather than an object. Customer cannot see, touch, or even feel the service. For particular service, such as health care, patients will only rely on their feeling or supporting data from provider to ensure that health service has been delivered. This nature will put challenges at service provider side. They need to forecast number of provided service because service cannot be inventoried, face challenges on service duplication from competitor, has difficulties on convince their service benefits to customer, and determine price on its service because service doesn't have any raw materials.

Service heterogeneity appears from service personnel who delivers service and customer who queries service. It will be difficult for service personnel in delivering service level precisely. Many factors can influence his/her performance during service delivery, such as: time, lack of energy, customized request. From customer side, each customer might have different opinion and perspective on particular service. Even when service personnel delivered same service level, customer might feel different level of perceived service benefits.

Service might have same time for production and consumption that require interactive relationship between provider to customer and also customer to customer. Provider and customer actions during service delivery process will

impact result of service itself. Therefore no of service personnel will be the boundary of available service quantity.

Service cannot be saved, stored, resold, and returned, therefore it has perish ability nature. This condition will force service company to has appropriate demand forecasting and also creative capacity solution that can solve capacity problem during company operation.

Service industries can be categorized based on its underlying process (Lovelock, &Wirtz, 2004). Process in service marketing can be defined as particular operation method or series of action in creatin and delivering service (Lovelock, &Wirtz, 2004). Based on Lovelock and Wirtz (2004), there are 3 (three) categories that processed in service: people, physical objects, and data. Composition of each category in service providing is vary depend on the nature of service itself. As example in financial service industry that data and people are the prominent categories that involved in creating and delivering service to customer.

Based on this perspective, Lovelock and Wirtz (2004) divide service marketing into 4 (four) groups based on service recipients (people or possession) and service nature (tangible or intangible actions): people processing, possession processing, mental stimulus processing, and information processing.

<i>What is the Nature of the Service Act?</i>	<i>Who or What is the Direct Recipient of the Service?</i>	
	<b>DIRECTED AT PEOPLE</b>	<b>DIRECTED AT POSSESSIONS</b>
<b>TANGIBLE ACTS</b>	<b><i>People Processing</i></b> e.g., airlines, hospitals, haircutting, restaurants, hotels, fitness centers	<b><i>Possession Processing</i></b> e.g., freight, repair, cleaning, landscaping, retailing, recycling
<b>INTANGIBLE ACTS</b>	<b><i>Mental Stimulus Processing</i></b> e.g., broadcasting, consulting, education, psychotherapy	<b><i>Information Processing</i></b> <i>(directed at intangible assets)</i> e.g., accounting, banking, insurance, legal, research

**Figure 2-3 Service Companies based on Underlying Process**

Source: Lovelock, &Wirtz, 2004

People processing will require customer existence in delivering the service (Lovelock, &Wirtz, 2004). Benefits of this service will acquired if customer interact directly to service facilities (Lovelock, &Wirtz, 2004). Examples of

people processing service are: hair cut service, transportation service, restaurants. To improve this process, service companies has to put their feet on customer perspective in analyzing each steps or actions that involves customer. By doing this, company can introduce more efficient substitute steps or actions, and also determine which actions or steps that can be taken out of the process (Lovelock, &Wirtz, 2004).

Possession processing doesn't require customer existence to deliver and create the service. This service category will involve customer tangible assets and deliver expected condition after service finished (Lovelock, &Wirtz, 2004). Examples of this service are: pest control service that ensure customer's house will be free of pest, cargo and courier service that bring customer packet to destination address safely and in time, and also laundry service that deliver customers with their clean, neat clothes (Lovelock, &Wirtz, 2004). Customer usually can be satisfied with service results, not the process (Lovelock, &Wirtz, 2004).

Mental stimulus processing services requires existence of customer's mind as their service object (Lovelock, &Wirtz, 2004). It can be any kind of service that gives influence to customer mentally or spiritually. Music concert, educational programmes, television shows, and also spiritual services are examples of this service (Lovelock, &Wirtz, 2004). Customer can judge whether this service has delivered their expectation or not based on their feeling judgement.

Information processing category requires information as principal component and also people analysis as optional component to cater their customer's needs. This service is almost similar to mental stimulus processing where informational processing requires customer decision to deliver final service result. Example for that statement is a broker in an investment management company that serves customer mind with their market analysis, and also law consultants who provide companies with their business litigation opinion.

Refer to underlying process, several implications of underlying process that must be considered by service companies to achieve sustainability in its industry (Lovelock, &Wirtz, 2004).

First implication is efficiency might lower customer satisfaction (Lovelock, &Wirtz, 2004). Every company always find a way for reducing their cost to delight its shareholder. The efficiency that company made might influence company delivery and creation process to its customer. Therefore, if company plans to implement efficiency, especially in delivery process, it has to determine how services should be created or delivered from customer perspective in avoiding customer dissatisfaction (Lovelock, &Wirtz, 2004). Service companies have consider several conditions if they want to modify existing process (Lovelock, &Wirtz, 2004) such as: imposing new processes on customers, example is replacing human interaction with machinery interaction which will reduce level of service, new process in creation or delivery that cut cost and reduce level of quality. If service company wants to change its process, it has to ensure that new process will be faster, simpler, and more convenient that old process. And also during new process pre-implementation, implementation, and post-implementation, service company has to educate their customer on new process mechanism.

Second implication that should be considered by Service Company is service factory or location design. Several service industries will require customer to visit their place to close service transaction. Therefore they have to ensure several factors for providing intended services from customer perspective:, such as: considering provided facilities as service level performance, design process that near to customer, choose convenient location that suits with customer segment, providing comfortable appearance, considering customers needs during their visiting in factory/location.

The third implication is evaluating alternative delivery channels. This implication includes possession-processing, mental stimulus processing, or information processing services. Delivery channel must be well established to meet customer location. There are several alternative channel that can be utilized

by service companies: service factory or location visiting, distributor or branch office, service employee direct visiting, and also utilize third party medias, such as: mail, phone, webpage, email, etc.

Fourth implication for service company is it has to balance demand and capacity (Lovelock, &Wirtz, 2004). In providing service to customer, service company needs to measure its service capacity compared to feasible served customers. It also has to ensure that each customer will receive service as what company promises. The reversed condition must be considered as well by service companies. They don't need to enhance their capacity level if no enhancement in served customers for reducing loss probability.

Fifth implication is service company has to consider to apply Information and Technology (IT) in supporting its business. There are many benefits by using IT in company service in term of internal and delivery process, such as: shorter time delivery process, quick response to customer complaints, wide distribution channel, and also reduces cost without paperwork process.

Including people as part of product must be considered as sixth implication for service companies. Company should consider advantageous inputs that come from internal (employee) and external (customer, consultant, etc). The purpose of this implication is to ensure company whether it has delivered expected service or not to customers.

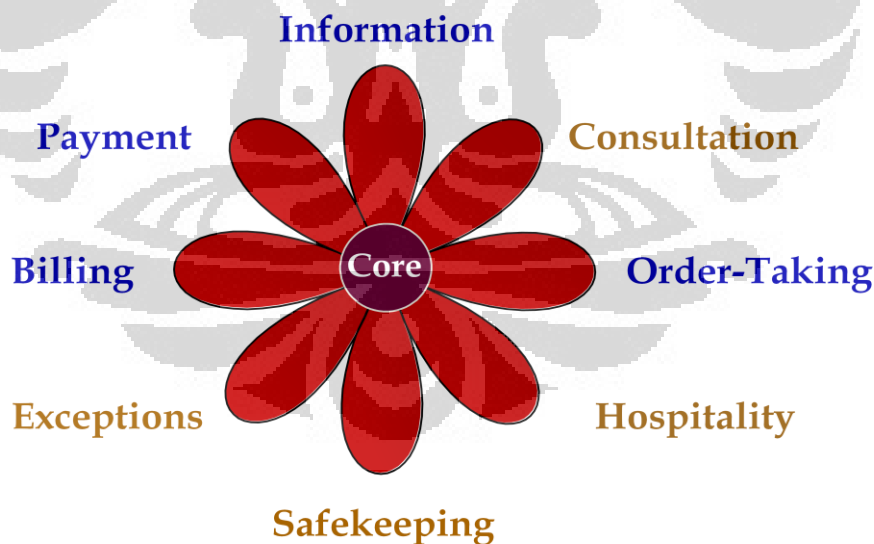
#### **2.1.4 Service Marketing Mix**

Traditional 4Ps marketing mix must be revised for service companies as 8Ps marketing mix (Lovelock, &Wirtz, 2004). Base point of their opinion is additional marketing strategic elements are required to capture service performance natures which associated with service delivery (Lovelock, &Wirtz, 2004). Additional elements for service marketing mix are: physical environment, process, people, and productivity and quality which combined with traditional 4Ps element: product element, place and time, price and other user outlay, and promotion and education.



#### 2.1.4.1 Product Element

Similar to goods industry, service industry has a product to sell although in intangible form (Lovelock, &Wirtz, 2004). Creating service concept is the first thing that a company has to do (Lovelock, &Wirtz, 2004). Company needs to know the nature of service itself and how they can provide expected benefits from customer perspective (Lovelock, &Wirtz, 2004). Benefits from service product usually only can be felt not owned as goods products. Analyzing the nature of service, company can divide product into 2 (two) elements: core, and supplementary elements (Lovelock, &Wirtz, 2004). While core product is defined as what company wants to sale, such as: surgery, food and beverage, movie, supplementary product is all services which support core product delivery process, such as: nurse service in hospital, chair to watch movie, toilet in restaurant. Supplementary services can be company differentiation in its market. Generally supplementary service can categorized into 2 (two) parts: facilitating service (information, order taking, billing, payment), and enhancing service (consultation, hospitality, safekeeping, exceptions), combination of both parts is named as flower of service.



**Figure 2-4 Flower of Service**

Source: Lovelock, &Wirtz, 2004

Not all core services are required to be surrounded with all 8 (eight) supplementary service. But flower of service graph can help company to identify which supplementary services that they need to provide based on the nature of core service (Lovelock, &Wirtz, 2004). Combination of core and supplementary services is defined as service concept (Lovelock, &Wirtz, 2004). In designing service concept, delivery process component will be the third part. It will determine how core and supplementary services are delivered to customer (Lovelock, &Wirtz, 2004).

#### 2.1.4.2 Place and Time

Distributing service is an important thing which should be considered by company carefully. Company has to ensure that offered core and supplementary service reach its customer (Lovelock, &Wirtz, 2004). From service company perspective, service distribution has 3 (three) inter-related elements: information and promotion flow, negotiation flow, and product flow (Lovelock, &Wirtz, 2004).

Information and promotion flow are form of preparation process for service companies to inform its customer candidates on it provided services. Furthermore, it will gather customer interest to buy offered services. Negotiation flow is process that ends up with agreement between service company and customer for service features, payment, and term of offer (Lovelock, &Wirtz, 2004). This process's intention is to sell the right for customer to use service. Product flow will define how customer receives the service benefits that has been agreed at negotiation flow.

Distribution between core and supplementary service is usually different. Referring to service flower, there are 5 (five) supplementary services, categorized as information based services, that require no physical existence of customer (Lovelock, &Wirtz, 2004).

#### 2.1.4.3 Price and Other User Outlays

Service company has to set its service price at reasonable amount. Selling price should be composed by 2 (two) factors: cost and expected profit. Company need to set its own pricing strategy in order to support its profitability objectives (Lovelock, &Wirtz, 2004). Pricing strategy should be combination of company understanding on its cost, competitor price, and values that company create from its core and supplementary service (Lovelock, &Wirtz, 2004). On the other hand, service company has to recognize that customer will not only incurring the price of service but also other costs that attached to customer acquisition process, such as: additional travel monetary costs, time expenditure, unwanted efforts, and etc (Lovelock, &Wirtz, 2004). Pricing concept is in line with Customer Perceived Value (CPV) theory that will be described in this chapter. From competition perspective, company cannot ignore its competitor price, especially if company doesn't have any differentiation factors compared to its competitor (Lovelock, &Wirtz, 2004). This price competition will be tighter if there's increasing on number of competitor, substitute products, product surplus in market (Lovelock, &Wirtz, 2004). But if company offers higher level and more on its supplementary service, they don't need to monitor its competitor price closely.

#### 2.1.4.4 Promotion and Education

Promotion and education are form of communication. Through these communications, company can introduce their product and also value proposition of that product which includes the features, costs, distribution channel (Lovelock, &Wirtz, 2004). This marketing strategy element requires customer participation to support its success. In utilizing this element, service companies needs to think on marketing communication tools to help them on powerful image, credibility, confidence, and reassurance creation on its product (Lovelock, &Wirtz, 2004). Service company has to choose media which will contain its target in order to ensure that all news, promotions that it published come to intended customers. Comparing goods industry and service industry, intangibility of service is a challenge for a service company to convince its customer candidate (Lovelock,

&Wirtz, 2004). To handle this issue in its service communication, company can use tangible cues if possible. These tangible cues should represent the offered values of company service (Lovelock, &Wirtz, 2004).

If customer is a part of service itself, especially in people processing service, company has to ensure that its customers know how to participate appropriately in delivering service. One of common strategy for this challenge is present how service delivery process should be. If customer has known how to participate in this service delivery, company should inform customer on what level of service that customer can acquire from company (Lovelock, &Wirtz, 2004). For this purpose company can also use any published information or tangible clues to prove its service level claim (Lovelock, &Wirtz, 2004).

#### 2.1.4.5 Process

Process is defined as service architecture (Lovelock, &Wirtz, 2004). It will involve all sequences, methods, and mechanisms that attached to service creation and delivery process (Lovelock, &Wirtz, 2004). High quality process will grant company with efficiency and high customer satisfaction while low process quality will bring inversed conditions (Lovelock, &Wirtz, 2004). Distinctive item that differentiates a service company process to others is level of customer involvement in process itself (Lovelock, &Wirtz, 2004).

Initial step which required is designing a process is blueprinting that detailing how a service process should be constructed (Lovelock, &Wirtz, 2004). First step of blueprinting is key activities and linkage identification between them in delivering expected service. Blueprint is also needed to clarify customer and employee interaction, and what are backend should do to support his interaction. Next step is defining standard accomplished time for each activity to ensure that required time still in realistic range. In blueprint, there should be scripts which provide description of interaction possibility to handle possible problems during the interaction on specific process. By using script, potential fail points of core service delivery can be identify and backup plan can be prepared once fail points occur.

#### 2.1.4.6 Physical/Service Environment

Service environment is defined as appearance of physical surroundings and other elements which felt by customer in delivery site (Lovelock, &Wirtz, 2004). Providing convenient factory and visiting location for customer must be ensured by service companies for 3 (three) reasons (Lovelock, &Wirtz, 2004): as message creating medium that help company to communicate its service profile, as attention creating medium which helps company to attract its target segments, and also as affect-creating medium that enhance customer service experience. This element might include: landscape, interior design, supporting equipments, sounds and smell.

#### 2.1.4.7 People

Service Industry has to develop their employees, especially the front liners (Lovelock, &Wirtz, 2004). Service employees are crucial for service company achievement to several reasons (Lovelock, &Wirtz, 2004). First, service employees are core part of the product itself because they considered as company hands that deliver company's services to its customers. This condition means without an appropriate service employee, service which required by customers might not meet their expectation. Second, service employee is the representation of the service firm where they are working for. It means that from a customer's perspective, customer will link company with the service employee. Third, service employee is the brand of Service Company. It was crucial during the delivery process. In service industry, there are 2 (two) parts that affect company image in customer mind: service itself and delivery process. In delivery process, service company usually rely its service employees. As the result service company needs to ensure that its employees in line with company service guideline. Fourth, service employee will affect sales because they are the edge of company interaction to customer. If they can handle customer well then it will generate more sales, cross-sales, and up-sales which means service company profitability. Fifth, service employee will determine company productivity by relaying the end process of their industry to service employee performance.

#### 2.1.4.8 Productivity and Quality

To ensure company profitability, productivity and quality must be managed concurrently (Lovelock, &Wirtz, 2004). Quality is inevitable as majority in determining customer satisfaction. Poor quality might bring competitive disadvantage for company itself (Lovelock, &Wirtz, 2004). What company should aware is efficiency will not always bring positive impacts to customer satisfaction. Therefore company should see from customer perspective for all efficiency that it plans to use. Improving productivity will put company into better profitability and competitive position (Lovelock, &Wirtz, 2004). Higher productivity will mean lower cost for company to earn more profit or feasibility to be a market leader with low cost strategy. With more profit, company can expand its business to enhance it economic of scale and provide better supplementary service to its customers as competitive advantage.

#### 2.1.5 Service Profit Chain

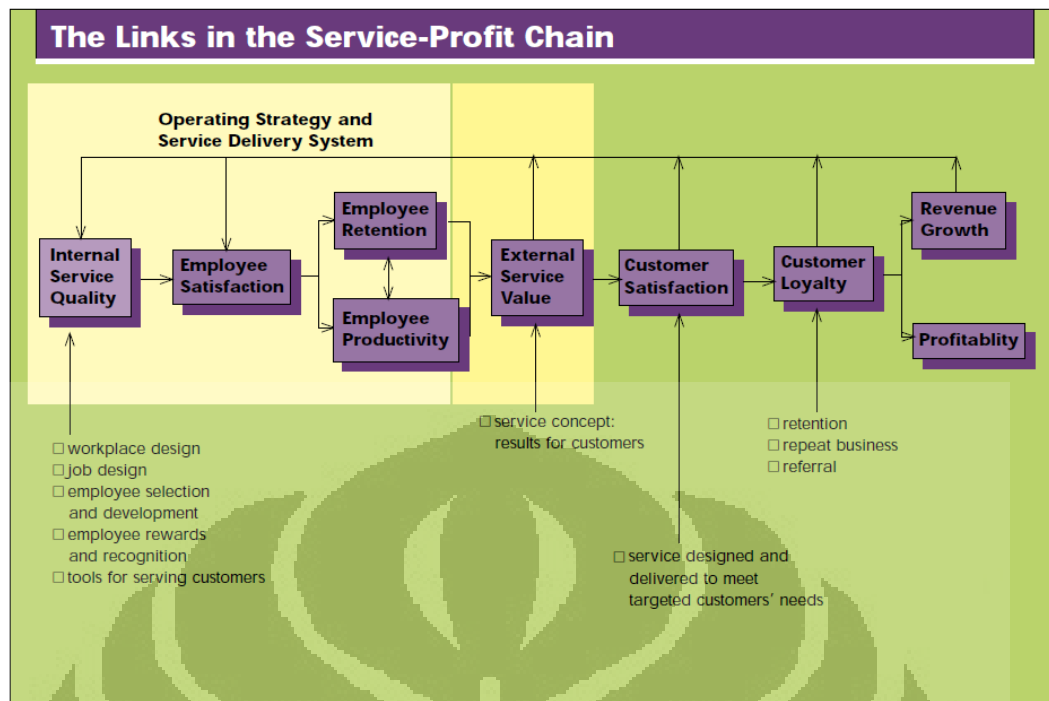
Service profit change provides linkage between company profitability, loyalty of customer, and satisfaction, loyalty, and productivity of employee (Heskett et all, 1997). Relationship of one chain to others, known as The Links in the Service Profit Chain, can be explained through these sequences: company gathers its profits and growth that generated from its customer, customer will keep spend his/her money as long as he/she being the company customer (loyalty), customer loyalty derived from his/her satisfaction from company service, satisfying service should be generated from employee that fell satisfied and loyal to company. Furthermore employee satisfaction and loyalty will in line with its productivity to company (Heskett et all, 1997).

Heskett et all (1997) suggest that company need to have loyal customers for its profit and growth. Based on observation from hundreds of companies, most influence determinant on profitability is market share (Heskett et all, 1997). Company needs to pursue first or second position in its industry to have sustainable profit (Heskett et all, 1997). Market share factor might not valid for several companies which have a differentiation strategy which result to loyal

customers. Loyal customers that buy company service continually will generate sustainable profit for company as well.

Measuring customer loyalty linkage to customer satisfaction requires adequate calibration (Heskett et al, 1997). If company find its own formula, it can observe that customer satisfaction level will determine his/her loyalty index to company. There might be several measurement disruptions which caused by short time actions from external factor, such as: same service with high discount rate from competitors, there's a seasonal preference from customer side that are not provided by company services.

Customer satisfaction is linked to service value. In order to meet customer satisfaction, company has to deliver service value that equals or above customer expectation (Heskett et al, 1997). Customer usually asks more than what they have incurred to maximizing his/her CPV. In common sense, high delivered values will burden more cost to company. For several companies who understand its customer needs will have a chance to achieve customer satisfaction through low level of cost. By delivered main needs of its core customer, company can optimize these service value levels (Heskett et al, 1997).



**Figure 2-5 The Links in Service Profit Chains**

Source: Heskett et al, 1997

Service quality has a correlation with employee productivity (Heskett et al, 1997).. In service company, employees are company representation of service quality. Employee might be part of service delivery process that influences customer perceived value significantly (Heskett et al, 1997). Based on provider gap which proposed by Zeithaml et al (2007), employee especially front liners might cause service performance come.

Employee productivity is an effect of employee loyalty to company. High turnover rate in company will not only incur cost on recruitment, re-hiring, re-training, but also will reduce company productivity and customer satisfaction as well (Heskett et al, 1997). In service company, customer might be satisfied due to services that generated from its service personnel. If that person leaves company, there is a possibility that customer relationship need to be rebuilt from scratch. This condition will require more time to company for gathering more transactions or purchases from customer that will end up to low level of employee productivity.



Employee loyalty is linked to employee satisfaction where unsatisfied employees have higher possibility to leave company (Heskett et al, 1997). Company needs to ensure that it has delivered satisfaction to its own customer. This approach might require additional costs for company, but company can justify those costs by comparing the impacts of high turnover rate.

Employee satisfaction has link to internal quality of work. Internal quality of work is defined as employee feeling on his/her jobs, companies, and colleagues (Heskett et al, 1997). Further explanation from this part will be described in employee satisfaction sub-chapter.

## **2.2 Customer Satisfaction**

### **2.2.1 Introduction**

Regarding customer satisfaction, there are many different definitions which explain what customer satisfaction is (Cote, &Giese, 2002). Despite of the definition itself, most of published definitions shared same common ideas among them: response, focus, and time (Cote, &Giese, 2002).

Customer Satisfaction is an emotional or cognitive response (Cote, &Giese, 2002). Emotional response on customer satisfaction is given without any prior holistic thinking. In the other hand cognitive response will involve any situation which attached to the response.

There is a focus on any given response. Each given response on customer satisfaction will have clear focus (Cote, &Giese, 2002). Focus can be defined as object of customer satisfaction in term of product quality, customer services, store ambiance, etc (Cote, &Giese, 2002).

The response will appear at a particular time. Each given response on customer satisfaction has particular time to appear (Cote, &Giese, 2002). Not all responses can be classified as post-purchase, several responses also include pre-purchase, and at-purchase time (Cote, &Giese, 2002).

Based on the common shared ideas, several definitions of customer satisfaction can be detailed as below:

Table 2-1 Definitions of Customer Satisfaction

Source	Conceptual Definition	Common Shared Ideas		
		Response	Focus	Time
Oliver	a judgment that a product or service feature, or the product or service itself, provided (or is providing) a pleasurable level of consumption-related fulfilment, including levels of under- or over-fulfilment (Oliver, 1997)	Fulfilment response/judgment	Product or service	During consumption
Kotler	a person's feelings of pleasure or disappointment resulting from comparing a product's perceived performance (or outcome) in relation to his or her expectations (Kotler, 2000)	Fulfilment response/judgment	Product or service	
Halstead, Hartman, and Schmidt	A transaction-specific affective response resulting from the customer's comparison of product performance to some pre-purchase standard (e.g., Hunt 1977; Oliver 1989).	Affective response	Product performance compared to some pre-purchase standard	During or after consumption
Mano and Oliver	(Product satisfaction) is an attitude - like post-consumption evaluative judgment (Hunt 1977) varying along the hedonic continuum (Oliver 1989; Westbrook and Oliver 1991)	Attitude - evaluative judgment Varying along the hedonic continuum	Product	Post-consumption

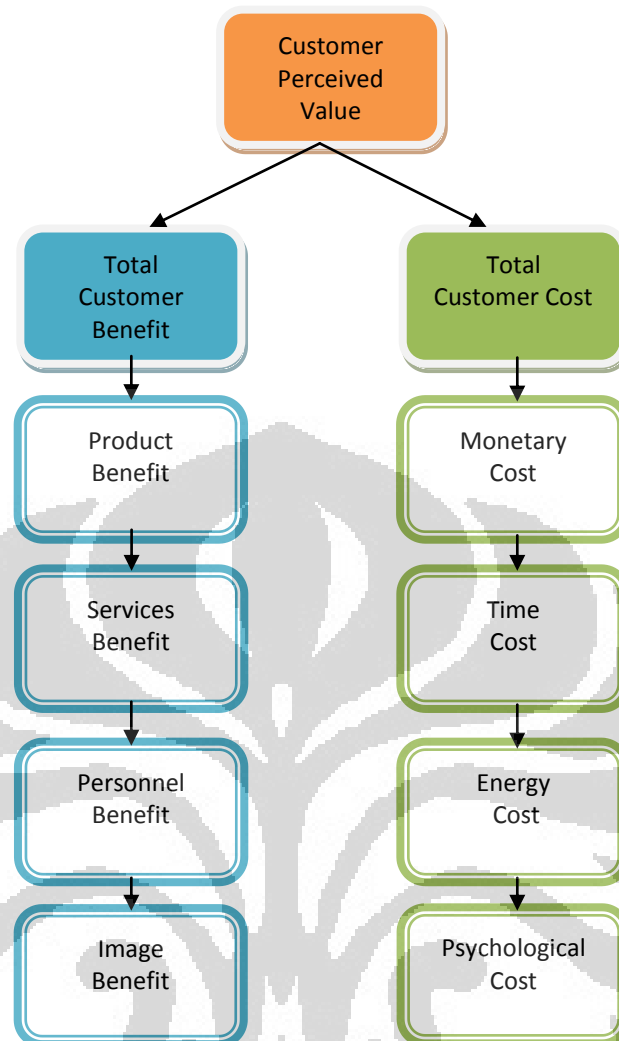
Fornell	An overall post-purchase evaluation (Fornell, 1992)	Overall evaluation	Post-purchase perceived product performance compared with prepurchase expectations	Post-purchase
Oliver	Examined whether satisfaction was an emotion. Concluded that satisfaction is a summary attribute phenomenon coexisting with other consumption emotions (Oliver, 1992)	Summary attribute phenomenon coexisting with other consumption emotions	Product attributes	During consumption
Westbrook and Oliver	A post-choice evaluative judgment concerning a specific purchase selection (Day 1984)	Evaluative judgment	Specific purchase selection	Post-choice

Source: Cote, & Giese, 2002

### 2.2.2 Customer Perceived Value (CPV)

Customer satisfaction results from the realization of high levels of value compared to competitors. Marketing philosophy has changed its direction from product-and-sales philosophy to holistic marketing philosophy (Kotler, & Keller, 2011). Holistic marketing success indicator can be determined with company strong relationship with its customers (Kotler, & Keller, 2011). In supporting its sustainability, consumer-centric company will implement Modern Customer-Oriented Organization Chart

Using Modern Customer-Oriented Organization Chart, company has to prioritize its customer satisfaction. In order to win customer satisfaction, key factor that can be utilized by company is optimizing Customer Perceived Value (Kotler, & Keller, 2011). In deciding buy or not on company product or service, customer will involve with their own Customer Perceived Value (CPV). Customer Perceived Value is difference between sum of customer perspective benefit and sum of required cost in acquiring company product or service (Kotler, & Keller, 2011). Total benefit includes product, service, personnel and, image from purchased product/services and cost will comprise of monetary, time, energy, and also psychological cost that incurred to acquire that product/service.



**Figure 2-6 Customer Perceived Value**

Source: Kotler, & Keller, 2011

## 2.3 Employee Satisfaction

### 2.3.1 Introduction

Employee satisfaction or job satisfaction is a key component to ensure company sustainability for a long run (Noe, &Hollenbeck, &Gerhart, &Wright, 2010). If employees have high satisfaction level on their employment then they will provide high service to customer as well (Sureshchandar, Rajendran, & Anantharaman, 2002). Job satisfaction is defined as pleasurable feeling which comes from the perception that one's job fulfils or allows for the fulfilment of one's important job value (Noe, &Hollenbeck, &Gerhart, &Wright, 2010). Based

on this definition, there are 3 (three) components that involved in employee satisfaction (Noe, &Hollenbeck, &Gerhart, &Wright, 2010): values which defined as what an employee desires to obtain for himself or herself though his/her job, different employee will have different perspective of important things on values, and individual's perception may not be same between employee, even at the same situation. Job dissatisfaction which appear from employee might be ended with job withdrawal (Robbins, 1998). For a long run, it might impact company sustainability (Noe, &Hollenbeck, &Gerhart, &Wright, 2010).

### **2.3.2 Job Dissatisfaction Source**

Company has to manage its employee satisfaction level. Therefore, it needs to figure out what are the feasible sources of job dissatisfaction in company.

#### **2.3.2.1 Inappropriate Working Condition**

Working condition will relate to safe and healthy working condition. Company has obligation to ensure all of aspect has been fulfilled through several parameters (Noe, &Hollenbeck, &Gerhart, &Wright, 2010): infrastructure that includes construction of the place employee work in, safety equipments in doing job, employee consultancy which is an initiative forum for employee to share their concern on health and safety issue which they find in working place, job-hazard awareness where company has to inform its employee on any condition that are threat for employee safety and health, safety regulation to ensure that every employee aware on safety procedure, company must create a standard regulation of safety and ensure that each employee does his/her job based on that regulation, health facilities that include insurance, appropriate sanitary, and required medical equipments which must available in working place.

#### **2.3.2.2 Personal Dispositions**

Job dissatisfaction is an emotion that appears from employee itself that depend on his/her personality (Noe, &Hollenbeck, &Gerhart, &Wright, 2010). Employee with low level of emotional stability, conscientiousness, and agreeableness will tend to do job withdrawal. This threat can be mitigated from

recruitment process by analyzing employee candidate's personality (Noe, &Hollenbeck, &Gerhart, &Wright, 2010).

### **2.3.2.2 Task and Role**

Task is inevitable as job satisfaction source. There are 3 (three) primary task aspects that influence job satisfaction: task complexity, task flexibility, and employee perceived value on his/her job.

Task complexity will determine employee motivation in doing his/her job. Employee with routine tasks will feel bored on their job. It means that level of job complexity will improve employee satisfaction. Several interventions will help company to improve this aspect: job enrichment, job rotation.

Task flexibility can be ruled in company policy that allow employee to have their personal life. The policies can be: provisions for child care, flexible work schedule, job sharing, telecommuting, and extended leaves for several personal reasons. Task flexibility will improve company performance in several parameters: job recruiting, efficiency, employee commitment, absenteeism.

Employee perceived values on his/her job only can be defined by employee itself. Generally, every person wants to be important for their environment. Company can utilize this aspect by ensuring employee that what they are doing as great for other persons.

### **2.3.2.3 Supervisors and Co-workers**

Supervisors and co-workers are inevitable part of job satisfaction. Each employee will relate to both parties during this working time. Several reasons appears to justify employee satisfaction on supervisors and co-workers (Noe, &Hollenbeck, &Gerhart, &Wright, 2010).First reason is shared values among team, if same values shared among team, they will have same vision and goal that need to be achieved. If not, an employee will feel different than their team and tend to keep distance with them. The other reason is social support from his/her team. Social support can be defined as other team member's help on an employee to achieve their own goals as well. Research proves that social support

is a strong predictor of job satisfaction and company level of employee turnover (Noe, &Hollenbeck, &Gerhart, &Wright, 2010).

### **2.3.2.5 Pay and Benefit**

Based on research, high performance worker tend to move on other company due to better pay (70%) rather than better opportunity (30%) (Noe, &Hollenbeck, &Gerhart, &Wright, 2010). It is certain that for most people work is their source of financial, therefore company has to ensure that they have given good salary to their employee compared to the industry salary level.

## **2.4 Net Promoter System (NPS)**

### **2.4.1 Introduction**

Net Promoter Score, a customer satisfaction concept and tool which established by Fred Reichheld, is introduced in 2003 through his article in Harvard Business Review which titled “The One Number You Need to Grow” (Reichheld 2011). This method had been used widely in many big companies such as: Apple, Allianz, American Express, Philips, GE, eBay, Southwest Airlines, and also Facebook (Reichheld, 2011).

NPS divides objects, either consumer or employee, into 3 (three) types: promoters, passives, and detractors (Reichheld, 2011). The classification on consumer or employee will impact company sustainability in different ways:

1. Promoters are survey subject who respond with nine or ten to the survey. This category can be defined as consumer who is loyal, has a large share of their spending to company, promote good image of company brand (Reichheld 2011),
2. Passives are defined as survey subject who give seven or eight on primary question. This type of consumer is not a loyal, price sensitive. They have no strong connection to company (Reichheld 2011),
3. Detractors are type of consumer will bring negative impact on company brand and profit. They will respond with six or below on primary question (Reichheld 2011).



There are several benefits by maintaining and increasing the number of company NPS (Reichheld 2011): high retention rate, high charged price, annual speed of growth, and also positive word of mouth.

Retention Rate, by suggested NPS customer categorization, company can quantify retention patterns over period of time and also provide its impacts for company.

Customer that has been satisfied with company services and products will feel comfortable with his or her interaction with company (Reichheld, 2011). This customer might be less price-sensitive because they have engaged with company due to company services and product at the first line. If company has to change their price of goods or services, it will impact less to promoter category than detractor category.

With so many satisfied and loyal customers who help company to promote its brand, it will be easier for company to enhance its level of business. Repeated buying, new acquired customers will generate more revenue for company. If this circle keeps in the right track, company will have positive growth.

Having more promoter than detractor, company will have positive brand image on its customer or candidate of customer through word of mouth channel (Reichheld, 2011). Horizontal reference, comes from customer level, should more reliable than vertical reference that comes from company promotion (Reichheld, 2011). Based on Reichheld (2011) opinion based on the source of profit, company can receive 2 (two) types of profit: bad profit and good profit. Bad Profit is type of revenue which generated from unsatisfied customers (Reichheld 2011). Based on Reichheld opinion, bad profit will damage company in long run through detractor establishment (Reichheld 2011). On the other side, company can receive good profit which generated from satisfied customers (Reichheld 2011). By keeping and enhancing promoter and passives, company can be ensured that they have generated good profit and growth for long run (Reichheld 2011).

#### **2.4.2 NPS Measurement**

There are 2 (two) types of NPS Measurement based on its survey approach: top down and bottom up. Each of them has different survey intention.

Top-down NPS is intended to compare company NPS relatively to its industry. This approach will be double-sided blind survey while the surveyor and surveyed don't know who order the survey (Reichheld, 2011). The other approach, bottom-up NPS, is conducted by a company as its operational activity to measure customer satisfaction movement. Consumer will be known by company to have a closed-loop process (Reichheld, 2011).

### **2.4.3 Rules of NPS Measurement**

The goal of NPS measurement is categorize company's customer in preparing company with real action on related customer. There are several drawbacks which usually found in traditional customer satisfaction method (Reichheld 2011). 2 (two) of them are: long survey questions and only end up as research report.

Current customer satisfaction surveys are usually too long which drives to customer reluctance to fulfil it correctly. Example for this reason is Servperf and Servqual survey that contains 22 and 44 questions (White, 2008). No of response rate and the actual customer opinions will determine the accuracy of survey.

Several satisfaction surveys are designed for research reports which not will impact daily frontline learning and behavior directly. There is no sustainable monitoring and tracking metric per division on even per employee to ensure that operational improvement are getting better. To overcome this issue, NPS has several rules that must be followed to achieve intended result:

First rule is NPS only ask the ultimate question and very little else. NPS intention is to figure out customer satisfaction level on company and gather the reason behind the given mark (Reichheld 2011). For that reason, NPS primary and follow up questions can fulfill the intention. Second rule is company has to choose an NPS scale that suitable and use it consistently as benchmark. It will provide sustainability in NPS measurement (Reichheld 2011). NPS scale which proposed and widely used in NPS is zero-to-ten scale. There are several reason behind this scale

- Zero-to-ten score widely used in education system (Reichheld 2011). In this argument, customer will be easy to distinguish and keep the meaning of each mark.
- There are many customers who never give ten for any kind of service that given to them. They always think that improvement still required regardless how well they are served in company (Reichheld 2011).
- There is possibility for transposed score meaning by customer. They keep in mind that number 1 represents the best mark among the survey (Reichheld 2011). In avoiding that bias, 0 (zero) which included in scale will represent the worst score in customer mind.
- Scale which utilize fewer points will end with customer satisfaction bias, where only 1(one) number that represent them as promoters (Reichheld 2011). And buy using a stepping number, number 9(nine) in zero-to-ten scale, this bias might be mitigated.
- During its implementation in many big companies, zero-to-ten score can represent its strength in correlating company satisfaction and profit (Reichheld 2011).

Third rule of NPS measurement is avoiding confusion between internal (bottom-up) scores and external (top-down) scores. NPS propose company to conduct Bottom-Up and Top-Down Measurement. Each of them has different intention, if Bottom-Up aimed to customer satisfaction improvement internally and Top-Down purpose is to compare company NPS among other companies in same industry. Other differentiating factor is Top-Up measured by independent third party with double-blind-research survey where no possibility to know sponsoring company and surveyed objects (Reichheld 2011). Therefore no close loop actions can be taken to complete NPS Measurement and generate operation insights and drive changes (Reichheld 2011). Fourth rule is NPS aimed for high response rates from the Right Customers. In fulfilling business requirement, first priority in NPS Measurement should be company core customer (Reichheld 2011). If company can measure its entire customer, it will be the best way. Core customer in NPS measurement is defined as customer who generates highest

profitability on company and whom you want to be your promoter (Reichheld 2011).

Fifth rule of NPS is report and discuss NPS data as frequently as financial data. NPS result must be reported frequently due to its purpose on operational improvement. If company only conducts NPS once a year, employee will be distracted from this number and forget to involve in NPS approach.

Sixth rule which require by NPS is learn faster and improve accountability with more granular data. Measuring a company in a single NPS is an initial step to quantify company satisfaction (Reichheld 2011). Further step which require in enhancing NPS effectiveness is by conducting NPS on each unit or department. Based on respective NPS, company can decide whether a unit requires customer satisfaction improvement in large scale or only in small amount. By including this procedure, company will have a focus in NPS process.

Seventh rule of NPS, audit to ensure accuracy and freedom from bias, will ensure that company has gathered the right data from customer. With granular measurement, company might face many biases on measurement itself (Reichheld 2011). Every unit which measured will try to avoid in being management focus due to its low NPS Score. To overcome this condition, several bias sources must be handled in NPS measurement:

1. Fear of retribution. In many cases, customer does not want to give perceived NPS score due to supplier superiority. They fear that they will be put on the last row of related supplier priority. This case usually happens in business environment where company has a dominant role in its market. To mitigate this bias, company might keep this process confidentially by keeping granular NPS for its operation improvement and publish average NPS to its units.
2. Bribery and collusion can also occur when granular NPS Measurement might trigger employees to indulge its customer temporarily, by this approach they try to buy high NPS from their own customer. There are several ways to reduce this bias (Reichheld 2011): educate and encourage customer to refuse and report any inappropriate offer,

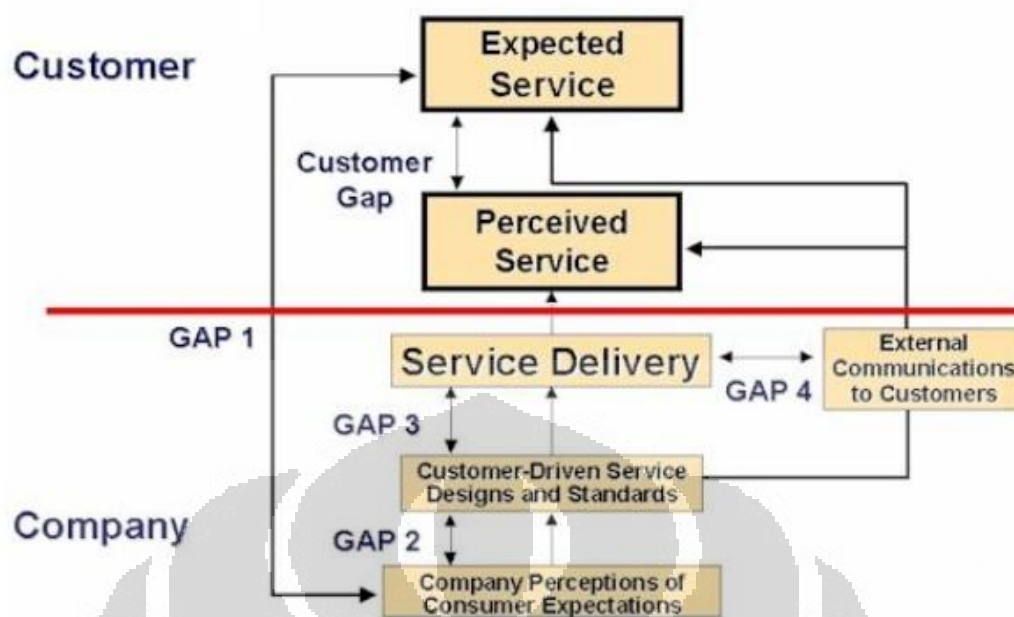
educate employee to be in line with company policy, conduct NPS measurement at unpredictable time.

3. Sample bias comes from improper sample choosing might lead company NPS with bias. Several units might tend to survey only customer that they recognize as satisfied customer, and avoid to survey customer with unclosed case or complaining customer. To avoid this situation, we can rely on survey response rate.
4. Grade inflation due to customer answer on survey question dishonestly due to time consuming, uncomfortable feeling to answer it directly to related surveyed object, and think that this survey will not lead to any improvement. To handle this bias, company might do several approached: employ third party to conduct this survey, and also convince customers that their answers are really considered by high level management.

Last rule of NPS is company must validate their NPS to behaviours or reality. This principle will be company stance point to ensure that feedback bias, gaming, and also score manipulating have been handled properly. Comparing company NPS with its actual performance can be derived from: number of repurchasing, number of new customers from existing customer references, and survey response rate. Those 3(three) performance parameters will have correlation on financial sustainability of company, therefore they must be audited. If company found that NPS correlation with those factors is low, it means that improvement required in its NPS system.

#### **2.4.4 Other Customer Satisfaction Method: SERVQUAL**

Servqual was developed by Zeithaml, Parasuraman & Berry. It measures the gap between customer expectations and experience. Servqual measurement will involve 2 (two) parameters: service quality aspects, and gaps. In measurement, service quality aspect will represent weight of each aspect based on customer perspective while gaps will represent discrepancy between customer perceived value and customer expected value.



**Figure 2-7 Servqual Model**

Source: Zeithaml, Bitner, & Gremler, 2009

Servqual service quality aspects includes: tangibles that defined as the appearance of physical facilities, equipment, personnel and information material, reliability as an aspect that ensure the ability to perform the service accurately and dependably, responsiveness that defined as company or service personnel willingness to help customers, assurance which defined as combination of the competence (having the requisite skills and knowledge), courtesy (politeness, respect, consideration and friendliness of contact staff), credibility (trustworthiness, believability and honesty of staff), security (freedom from danger, risk or doubt), and empathy as combination of access (physical and social), communication to keep customers informed in a language they understand and really listening to them, understanding the customer get to know customers and their specific needs.

To achieve customer satisfaction through Servqual, gaps in end-to-end service process must be identified and resolved. There are 2 (two) types of gaps: provider gaps (gap 1-4) and customer gap (gap 5). Gap 1 or listening gap defined as discrepancy between customer service expectation and what company think that customer expect from its service. There are many reasons why this gap

appears: many layers of interaction between management decision makers and customer, unwillingness of management decision makers to figure out customer expectation, poor market research, or management are not ready to meet its customer expectation. Company can mitigate this gap by conducting a comprehensive and appropriate market research to poll all customer expectations (Zetihaml, Bitner, and Gremler, 2009).

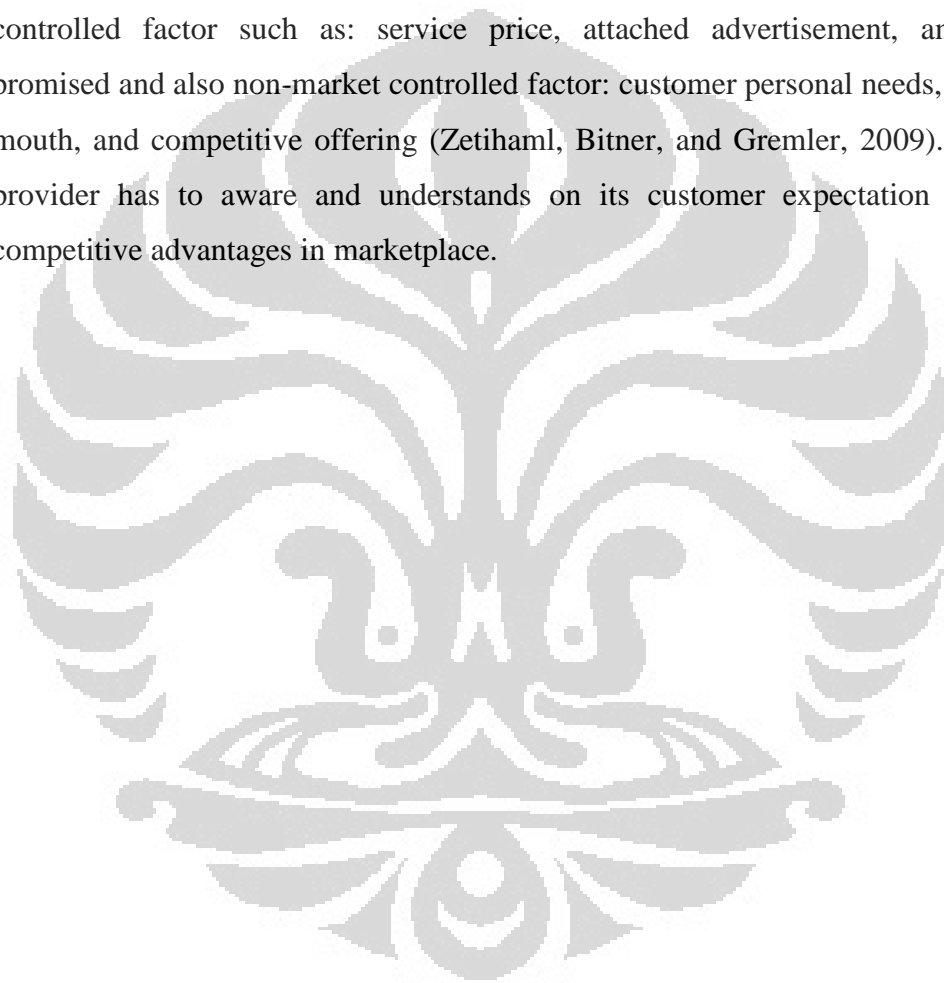
Gap 2 or service design and standard gap is discrepancy between management perception and service quality specification. In this phase management has understood customer expectation but they have limitation to fulfil all of customer expectation. Management might think that customer expectation is not appropriate with company condition. And also the heterogeneity nature of service will influence service company to not have tight standard and design of its delivered service. And its intangibility will challenge service design communication and description, especially for a developing service. One of the solution to overcome this gap is provide detail design without any oversimplification, incompleteness, subjectivity and bias in description (Zetihaml, Bitner, and Gremler, 2009).

Gap 3, service performance gap, is the difference between service quality specifications and actual service delivery from service personnel. There are many reasons which cause this gap, such as: employee who doesn't understand the procedure clearly, employee behaviours, inappropriate service personnel skill, and lack of service empowerment and teamwork. To avoid this issue company can re-training its employee, enforce standard of service delivery, compensate its employee with realistic price, and also has reasonable working hours (Zetihaml, Bitner, and Gremler, 2009).

Gap 4, communication gap, appears as differences between service delivery and company external communication to its customers. Promotions and advertising that company have on its service will impact customer perception on service based on published promises. If company promises put at higher level than what they could deliver it will be a gap in service delivery process. To overcome this gap, company can have a comprehensive communication across related

department, such as: production department shares its service features to marketing department to ensure that promotion will not put customer at wrong expectation level (Zetihaml, Bitner, and Gremler, 2009).

Gap 5, customer gap, defined as the distance between customer perception and expectation. Each customer will intend different level of expectation. Their expectation will be driven from what customer think and believe on what should be delivered on service. Customer expectation can be influenced by market controlled factor such as: service price, attached advertisement, and sales promised and also non-market controlled factor: customer personal needs, word of mouth, and competitive offering (Zetihaml, Bitner, and Gremler, 2009). Service provider has to aware and understands on its customer expectation to have competitive advantages in marketplace.





**CHAPTER 3**  
**INDUSTRY PROFILE, COMPANY PROFILE, AND RESEARCH**  
**METHOD**

**3.1 Industry Profile**

Currently Indonesia has 10 (ten) cellular telecommunication providers, either CDMA or GSM based operator. With large number of players, there are only 3 (three) prominent players with 20% or above market share: PT. Telkomsel, PT Indosat Tbk, and PT. XL Axiata Tbk. Based on Telecommunication Report 2011, comparative market share between those 3 (three) providers is shown as below:

**Table 3-1 Telecommunication Service Provider 2011**

<b>Market Share</b>	<b>PT. Telkomsel</b>	<b>PT. Indosat Tbk</b>	<b>PT. XL Axiata Tbk</b>
%	53	25	22
No. of Subscriber (Mio)	109.26825	52.11255	45.38835

Source: "PT. Indosat Tbk Report", 2011

With large number of subscriber, each provider has invested big portion of its capital expenditure on infrastructure development, especially Base Transceiver Station (BTS). It's aimed to provide their subscribers with comfortable telecommunication service.

**Table 3-2 Telecommunication Service Provider BTS Number**

<b>BTS Type</b>	<b>Telkomsel</b>	<b>XL</b>	<b>Indosat</b>
2G BTS	34,500	24,560	15,816
3G Node B	9,500	6,140	3,437

Source: Company Websites, 2012

To have same measurement in quality of service, there's a set of standard quality measurement which ruled by Communication and Informatics Minister Law No.12/PER/M.KOMINFO/04/2008 regarding Standard Basic Telephony Service Quality on Cellular Network. Latest published service quality reports from each telecommunication company showed as below:

**Table 3-3 Quality Service Parameters**

<b>No.</b>	<b>Service Parameter</b>	<b>Parameter Description</b>	<b>PT. Telkomsel</b>	<b>PT. Indosat</b>	<b>PT. XL Axiata</b>
1	Billing Performance Standard	Percentage of billing accuracy complains in a month	0.17%	0.18%	N/A
		Percentage of billing accuracy complaint that resolved in 15 working days	98.31%	93.70%	100%
		Percentage of prepaid billing accuracy complaints in 15 working days	98.10%	90.65%	100%
2	Activation Fulfilment Standard	Percentage of post-paid activation request fulfilment in 5 working days	94.43%	97.39%	100%
		Percentage of pre-paid activation request fulfilment in 24 hours	100.00%	99.89%	100%
3	Subscriber Complaint Handling Standard	Percentage of subscriber complaints which handled in n months	95.25%	99.87%	100%
4	Service Interruption Report Standard	Number of service disruptions every 1000 subscribers	2	2.45	9.33
5	Call Center Service Standard	Percentage of Call Center Operator that answer customer calls in 30 second	99.75%	82.68%	80.56%
<b>No</b>	<b>Network Performance</b>	<b>Parameter</b>	<b>Telkomsel</b>	<b>Indosat</b>	<b>XL</b>
1	Standard of Endpoint Service Availability	Percentage of calls without drop calls and blocked calls	98.19%	97.84%	96.05%
		Percentage of Dropped Calls	0.49%	0.14%	1.52%
2	Short Message Service Performance Standard	Percentage of short message that sent and received by recipients successfully in 3 minutes	100.00%	99.51%	100%

Source: Company Website, 2012

Based on PEFINDO (2010) telecommunication report, there are 4 (four) keys of success in Indonesia telecommunication industry:

#### 1. Market Position

Telecommunication company market position will influence company acts on subscribers, suppliers, and regulators as well. Company with significant market share can easily rule the market, push suppliers, and influence regulators. To achieve that market position, companies must be supported with financial capacity.

#### 2. Operating Management

Considering telecommunication industry as high capital industry with short technology circle, a profitable company has to recover their cost in short period of time. For that reason, company has to be a pioneer of innovative products that will be favourable by the market. If company cannot achieve that, they will suffer by incurred capital expenditure.

#### 3. Diversification

In Indonesia Telecommunication Industry, company ability to generate revenue from different segments can be considered as success key. They should not depend on a particular segment for revenue stability reason. Due to telecommunication is considered as primary needs currently, telecommunication company market will be across the country citizen.

#### 4. Quality of Service and Infrastructure

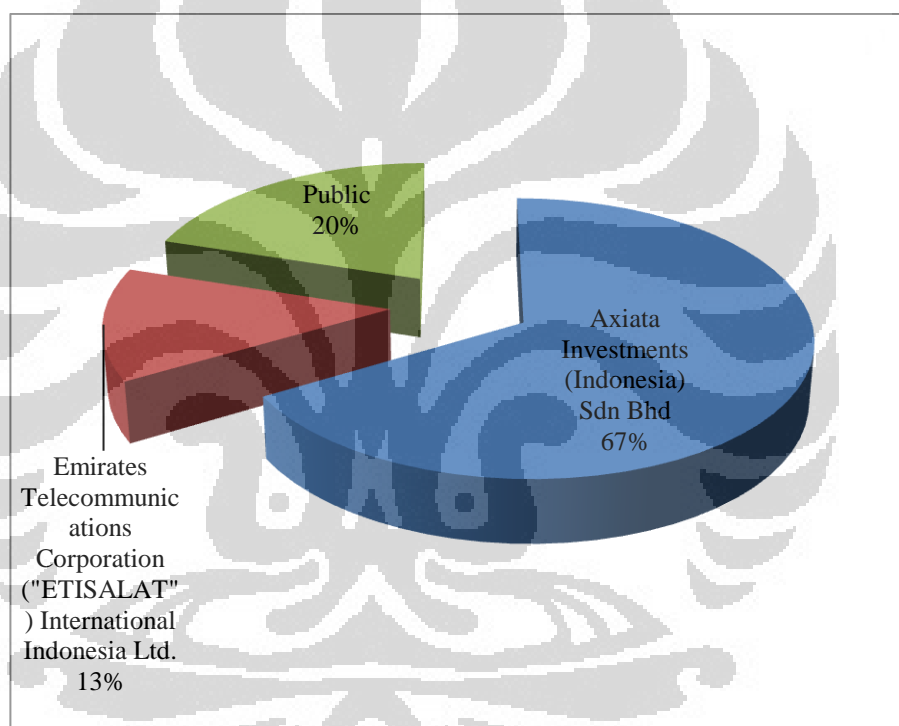
This success key is inevitable to ensure company sustainability. Each company has to delight their subscriber in avoiding high churn rate. This argument is also supported by current condition of Indonesia telecommunication industry where customer can change its service provider easily due to low cost of switching.

### **3.2 PT. XL Axiata Tbk Company Profile**

PT. XL Axiata Tbk was established on October, 8<sup>th</sup> 1989 as PT. Grahame Metropolitan Lestari which ran in General Trading sector. In 1995, Rajawali Group (owner of PT. Grahame Metropolitan Lestari), NYNEX, AIF, and Matsui develop PT. Excelcomindo Pratama concurrently and changed their core business

into cellular telephony services. This company started its commercial activity on October, 6<sup>th</sup> 1996 in several regions: Jakarta, Bandung, and Surabaya. In September 2005, PT. Excelcomindo Pratama listed its stocks in Indonesia Stock Exchange. In December 2009, PT. Excelcominto Pratama changed company name into PT. XL Axiata Tbk. Currently, PT. XL Axiata provides basic cellular service (telephony, messaging), value added services (digital content, blackberry service), and also growing internet service.

PT. XL Axiata share mostly own by Axiata Investments Sdn Bhd, Malaysia. Its shareholders are described as below chart.



**Figure 3-1 PT. XL Axiata Tbk Shareholders**

Source : PT. XL Axiata Website

Based on PT. XL Axiata webpage, it has 3 (three) core values that used as guidelines to support its sustainability. Those core values named “it’s XL” which comprised of:

### **Integrity**

Trustworthiness and adherence to professional and business ethics. All XL leaders and employees shall be: honest in word and action, consistent in thought, word and behavior, fair in their treatment of others, dedicated to the company, trustworthy in carrying out promises and tasks.

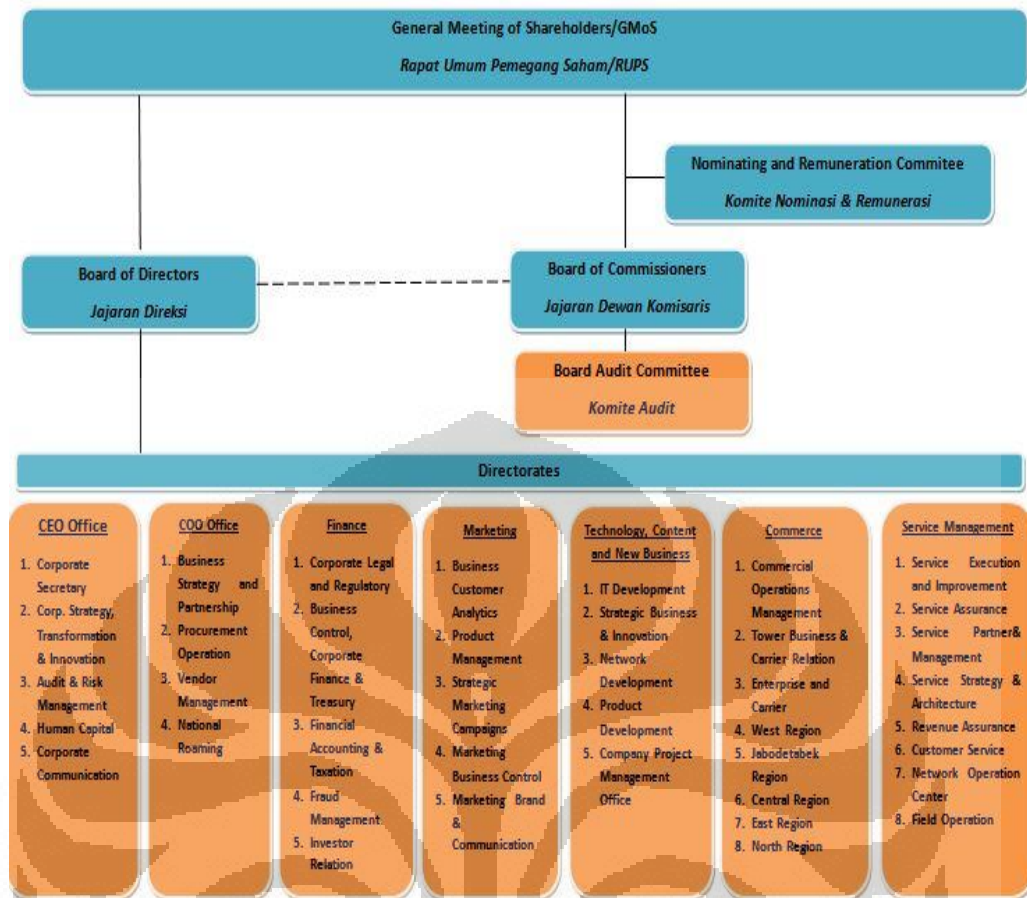
### **Teamwork**

Being supportive of each other and proactively contributing to achieve common goals. Not all tasks can be accomplished individually. Teamwork makes it possible for us to attain higher goals. Effective teamwork is achieved when XL employees are: positive thinkers and open-minded towards others, respectful of one another's differences, caring towards others, communicating regularly to develop a common understanding, sharing knowledge and skills, focused on Common Goals.

### **Service Excellence**

Passionated in delivering optimum solutions to meet customer's expectations. The term, 'customers' refers not only to individual and corporate subscribers served by XL, but also fellow XL employees in other departments and business units. To deliver Service Excellence, XL employees shall demonstrate the following Core Behaviors: customer-focused in all decisions and actions, optimum solution-oriented, efficient and effective in providing solutions, passionate in performing the work, quality-oriented in products and services provided, proactive, innovative and creative in developing solutions.

Referring to above statements, customer satisfaction implicitly stated as company core value. This value should be PT. XL Axiata stance point to deliver expected service to customer.

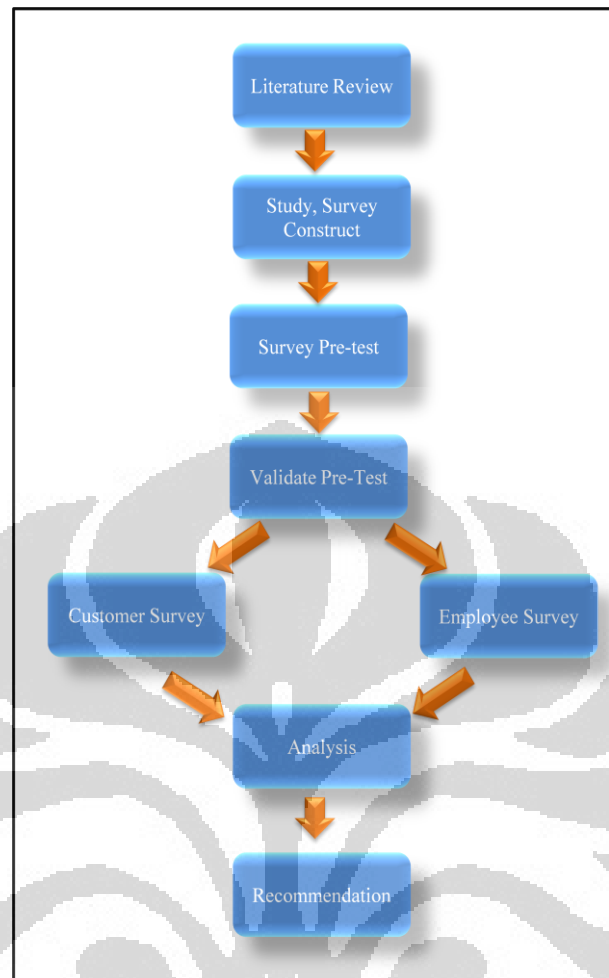


**Figure 3-2 PT. XL Axiata Tbk Organizational Structure**

Source: PT. XL Axiata Tbk Website, 2012

### 3.3 Research Method

This thesis will implement top down NPS method in analyzing customer and subscriber satisfaction level on PT. XL Axiata. NPS required questions will construct the survey and also followed with several questions to have more understanding on customer and employee satisfaction level. From gathered survey result, analysis will be conducted to get customer and employee NPS type portion in PT. XL Axiata, reasons for each NPS type, and how can company improve its customer and employee satisfaction level.



**Figure 3-3 Research Method**

To in line with the Central Limit Theory assumptions on parametric normal sample population distribution, 30 surveyed object must be involved as minimum requirement (Berenson, Levine, & Krehbiel, 2006).

### **3.3.1 Survey on PT.XL Axiata Tbk Consumer Based on NPS Method**

Net promoter score chosen as measuring tool because its nature that straight forward, simple. These 2 (two) factors are critical to gather optimal customer response (Whyte, 2010). This model question is less than SERVQUAL or SERVPERF which usually utilized 44 and 22 respectively (Parasuraman, Zeithaml, & Berry, 1990; Hauser, & Paul, 2006; Reichheld, 2010).

### 3.3.1.1 Research Object

Cellular telecommunication subscribers are classified as research object. Survey was conducted through online media (Google Docs application). This survey medium was chosen to ensure survey object diversity and anonymity. For accomplishing this survey, 320 survey objects are involved and only 297 of them are valid for this thesis.

### 3.3.1.2 Research Question

Survey divided into 4 (four) parts which are:

1. Classifying questions, divide PT. XL Axiata Tbk subscribers and other telecommunication subscriber. Questions that included in this section will ask about:
  - a. Telecommunication Provider, used to check whether surveyed object is PT. XL Axiata subscriber.
  - b. Age, intended to classified PT. XL Axiata subscriber into subscriber age based on company profiling.
  - c. Sex
  - d. Educational Background
  - e. Current Location used as improvement reference regarding PT. XL Axiata subscriber experience in particular region.
  - f. Subscriber Monthly Income
2. NPS question, implementation of NPS theory in survey  
Questions that included in this section will ask about subscriber likeliness to promote PT. XL Axiata brand as telecommunication provider to his/her relatives, family, and friends.
3. Follow-up questions to get deeper insight in PT. XL Axiata subscriber on customer satisfaction perspective. Questions that included in this section will ask about:
  - a. Customer reason in giving particular score at PT. XL Axiata NPS.
  - b. Customer suggestion on PT. XL Axiata improvement to serve his/her better.



4. Behavioural questions, figure out PT. XL Axiata subscriber relation with company. Questions that included in this section will ask about:
  - a. Customer monthly expense on PT. XL Axiata telecommunication service, used to classify PT. XL Axiata Customer into related segmentation based on company profiling.
  - b. Telecommunication features that used frequently by PT. XL Axiata subscriber.

### **3.3.2 Survey on PT.XL Axiata Tbk employee based on NPS method**

#### **3.3.2.1 Research Object**

Employee Satisfaction survey objects are employees of PT. XL Axiata with permanent status. To ensure anonymity, survey was conducted through online media (Google Docs application). There are 90 employees who participate in this survey.

#### **3.3.2.2 Survey Question**

Survey divided into 3 (three) parts which are:

1. NPS question, implementation of NPS theory in survey. Question that included in this section asks about employee likeliness to recommend PT. XL Axiata as a place to work
2. Follow-up questions to get deeper insight in PT. XL Axiata subscriber on customer satisfaction perspective. Questions that involved in this section will ask about:
  - a. Employee reason in giving particular score on PT. XL Axiata NPS
  - b. Employee suggestion to improve PT. XL Axiata as better place to work in.
3. Demographic questions, classify PT. XL Axiata subscriber into related demographic character
4. Behavioural questions: figure out PT. XL Axiata employee relation with company.

## CHAPTER 4 ANALYSIS

### 4.1 Consumer Satisfaction NPS on PT.XL Axiata

#### 4.1.1 Top-Down NPS Survey Result

From conducted survey, Telecommunication Industry average NPS for 3 (three) largest telecommunication companies is -51.52%. Respective NPS for each Telecommunication Company as below table:

**Table 4-1 Telecommunication Service Provider NPS**

Company	NPS
PT. Telkomsel Tbk	-48.90%
PT. XL Axiata Tbk	-49.06%
PT. Indosat Tbk	-62.96%

Based on this top-down NPS survey approach, PT. Telkomsel has the highest NPS among Indonesian Telecommunication companies. On the other hand, PT. XL Axiata NPS is slightly higher than telecommunication industry NPS. Generally, 3 (three) largest telecommunication companies in Indonesia have relatively same NPS, which can be concluded that subscriber of each company have similar satisfaction level on their subscribed telecommunication company.

#### 4.1.2 Telecommunication Providers Customer Structure Based on NPS

Comparing 3 (three) largest telecommunication companies in Indonesia, composition of subscriber NPS doesn't have significant different among them.

**Table 4-2 NPS Type per Telecommunication Provider**

Subscriber Type	XL Axiata	Indosat	Telkomsel
Promoter	8.49%	1.85%	7.30%
Passive	33.96%	33.33%	36.50%
Detractor	57.55%	64.81%	56.20%

From Table 4-2, most of telecommunication subscribers are categorized as detractors to their provider company. It might be an indication of unsatisfied subscriber which influences company profitability to negative scale. Utilizing

service profit chain from Heskett and NPS theory from Reichheld, deeper insight on each subscriber type of telecommunication companies can be analyzed based on satisfaction level on each customer satisfaction parameter, and their profitability to company.

#### 4.1.2.1 Correlation on NPS Reason and NPS Subscriber Type

Based on their NPS type, determining telecommunication service factor that has correlation with subscriber NPS type as below:

##### a. Detractor

**Table 4-3 Detractor Reasons of Telecommunication Companies**

Correlation to 0-6 Telecommunication Parameter	Detractor Reason			
	Industry	Indosat	Telkomsel	XL
Customer Service	63.70%	56.25%	64.86%	68.97%
Service Price	73.43%	48.48%	89.47%	61.76%
Offered Package/Service	62.94%	57.58%	66.67%	60.00%
Service Quality	74.21%	72.73%	65.79%	88.00%

As seen in above table, Service Quality is the main reason of telecommunication subscriber to be a detractor on their subscriber telecommunication company, except for PT. Telkomsel. According to PEFINDO opinion on service quality, number of serving BTS is one of the factors of service quality achievement. Comparing those 3 (three) telecommunication companies in term of BTS Quantity, Telkomsel has more BTSs than other operator. It can be an explanation on why Telkomsel Service Quality is not a main reason to its detractor.

##### b. Passive

Based on conducted survey, the most correlated telecommunication parameter with Passive section is offered package/service. There may be a possibility that passive subscribers feel offered package/services from company are mostly the same, and no prominent service from their subscribed telecommunication company compared to others.

**Table 4-4 Passive Reason of Telecommunication Service Companies**

Correlation to 7-8	Passive Reason			
Telecommunication Parameter	Industry	Indosat	Telkomsel	XL
Customer Service	70.73%	70.59%	67.39%	78.95%
Service Price	64.77%	76.47%	55.10%	77.27%
Offered Package/Service	80.22%	81.25%	79.17%	81.48%
Service Quality	67.03%	70.59%	61.22%	76.00%

c. Promoter

In promoter section, surveyed telecommunication subscribers delighted by their subscribed company in different way. Analyzing subscriber opinion on Telecommunication Company, most of subscriber feel that they were promoting their subscribed telecommunication company as the result of 2 (two) or 3 (three) achieved telecommunication parameter.

**Table 4-5 Promoter Reasons of Telecommunication Companies**

Correlation to 9-10	Promoter Reason			
Telecommunication Parameter	Industry	Indosat	Telkomsel	XL
Customer Service	64.29%	0.00%	66.67%	75.00%
Service Price	50.00%	100.00%	20.00%	77.78%
Offered Package/Service	70.59%	100.00%	60.00%	83.33%
Service Quality	61.11%	100.00%	60.00%	57.14%

From Table 4-5, PT. XL Axiata subscribers acknowledge its Customer Service, Service Price, and Offered Package/Service as their reasons to be company promoters. Furthermore, there might be a reason for company to improve its customer satisfaction level through Service Quality parameter. This analysis supported by service profit chain theory where service quality will determine the level of customer satisfaction level.

#### 4.1.2.2 Correlation on NPS Category and Service Expense

Based on NPS theory, each type of subscriber will impact company financially. For that purpose, customer can be categorized into 3 (three) section as below:

## A. Promoter Telecommunication Service Expense

**Table 4-6 Promoter Telecommunication Service Expense**

Telecommunication Service Expense	Industry	Indosat	Telkomsel	XL
Rp. 45.001 - Rp. 90.000	15.00%	100.00%	20.00%	0.00%
Rp. 90.001 - Rp. 250.000	70.00%	0.00%	70.00%	77.78%
Rp. 250.001 - Rp. 1.000.000	15.00%	0.00%	10.00%	22.22%

Table 4-6 shows that most of telecommunication subscriber in detractor category spends in range of 90,000 IDR until 250,000 IDR for telecommunication service. This result is valid for PT. XL Axiata detractors as well.

## B. Passive Telecommunication Service Expense

**Table 4-7 Passive Telecommunication Service Expense**

Telecommunication Service Expense	Industry	Indosat	Telkomsel	XL
Rp. 0 - Rp. 15.000	1.92%	5.56%	0.00%	2.78%
Rp.15.001 - Rp. 45.000	10.58%	16.67%	8.00%	11.11%
Rp. 45.001 - Rp. 90.000	19.23%	16.67%	20.00%	19.44%
Rp. 90.001 - Rp. 250.000	56.73%	44.44%	60.00%	58.33%
Rp. 250.001 - Rp. 1.000.000	9.62%	11.11%	10.00%	8.33%
> Rp. 1.000.000	1.92%	5.56%	2.00%	0.00%

From Table 4-5, survey indicates that passive subscriber in telecommunication companies also spend as much as detractor does. Most of them generate 90,000 IDR until 250,000 IDR for telecommunication companies in monthly basis.

## C. Detractor Telecommunication Service Expense

**Table 4-8 Detractor Telecommunication Service Expense**

Telecommunication Service Expense	Industry	Indosat	Telkomsel	XL
Rp. 0 - Rp. 15.000	0.58%	2.86%	0.00%	0.00%
Rp.15.001 - Rp. 45.000	9.25%	14.29%	9.09%	6.56%
Rp. 45.001 - Rp. 90.000	13.29%	17.14%	15.58%	8.20%

Rp. 90.001 - Rp. 250.000	65.90%	54.29%	67.53%	70.49%
Rp. 250.001 - Rp. 1.000.000	10.40%	11.43%	6.49%	14.75%
> Rp. 1.000.000	0.58%	0.00%	1.30%	0.00%

At promoter category, survey gives same result compared to other 2 (two) categories where most of promoters spend 90,000 IDR until 250,000 IDR for their telecommunication service. Referring to survey result from 3 (three) customer categories, most of telecommunication subscriber expense is between 90 IDR – 250 IDR. This result is valid for PT. XL Axiata subscriber as well. There's a possibility that subscriber only spend its balance for telecommunication service as much as they need regardless the satisfaction level which offered by company because this type of service has been acknowledge as basic service that offered by provider companies with same level of delivered customer satisfaction. Based on last statement, this finding is not a contrary of Heskett service profit chain theory on customer satisfaction linkage to profitability. From PT. XL Axiata perspective, subscriber expenses in that range are acknowledged as profitable customer. Referring to NPS concept, profit which generated from unsatisfied customer, especially detractors, is known as bad profit. For telecommunication industry that has low provider switching cost, bad profit will not be a sustainable source of breath for company. Therefore PT. XL Axiata has to improve its customer satisfaction level to has overcome bad profit issue.

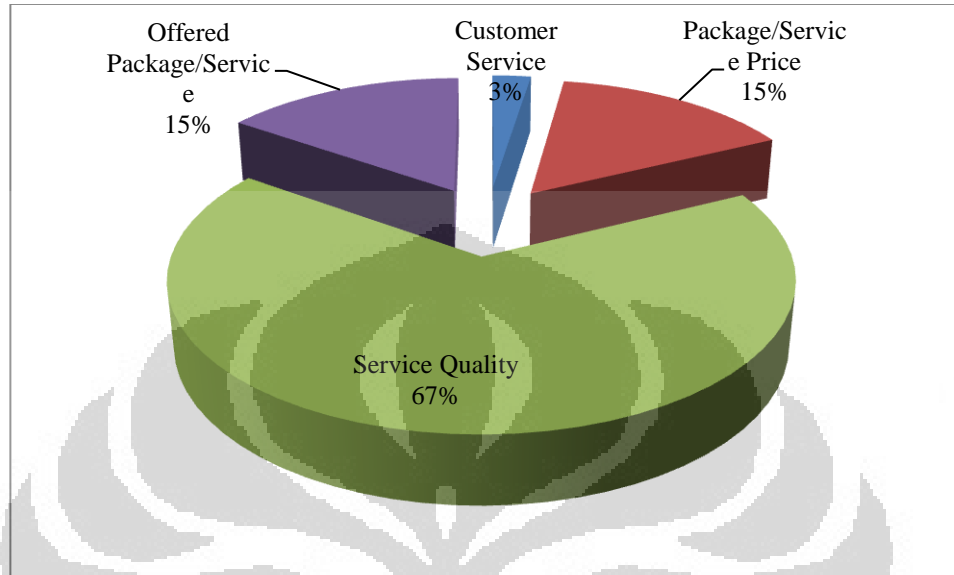
#### **4.1.3 Improving PT. XL Axiata NPS Score**

Reviewing PT. XL Axiata NPS Score, number of its detractor is more than a half of its surveyed subscriber. To improve its NPS, PT. XL Axiata need to ensure its passive and detractor satisfaction while maintain promoter still delighted with its service. There are several scenarios that PT. XL Axiata can implement and its correlation to NPS enhancement.

##### **4.1.3.1 Migrating Detractor to Passive**

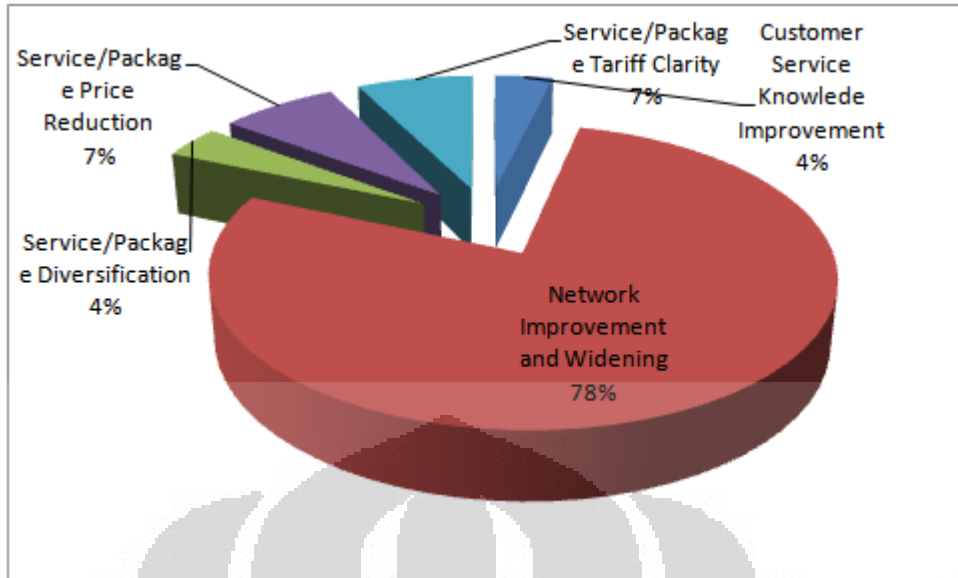
This first scenario aimed to increase PT. XL Axiata customer satisfaction level through its detractor's movement to passives. PT. XL Axiata needs to review its performance based on subscriber NPS question response and correlate it to

their reasons to be a detractor then use given opinion from subscriber as its stance point of improvement. This performance review will provide PT. XL Axiata with NPS enhancement of each scenario.



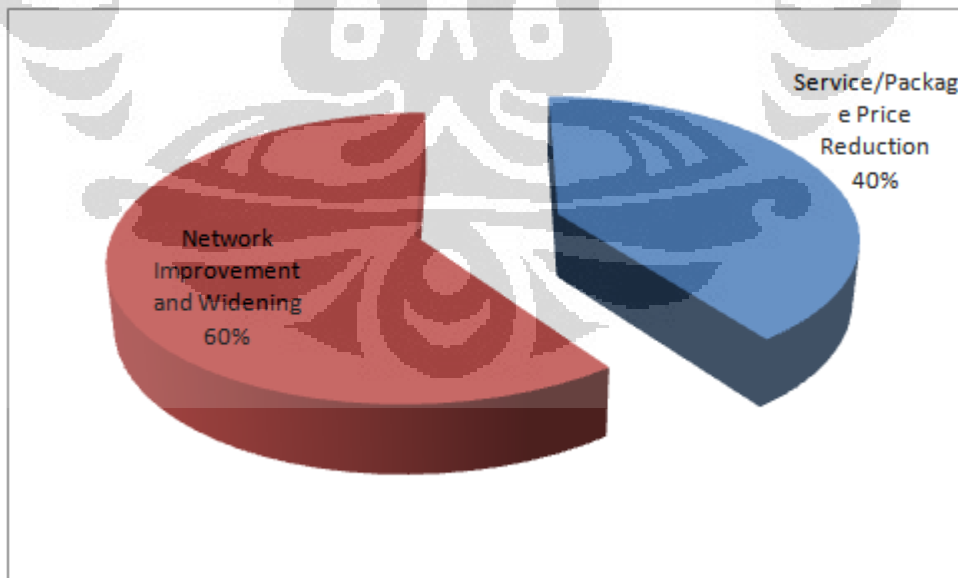
**Figure 4-1 PT. XL Axiata Detractor Reasons**

As Figure 4-1, Service Quality has the largest contribution on PT. XL Axiata detractor reason (67% of PT. XL Axiata detractors). Based on that result, PT. XL Axiata has to implement improvements on its Service Quality parameters for acquiring more promoters than detractors. If we figure out which part of service quality must be improved by PT. XL Axiata, a result come up with below chart:



**Figure 4-2 Service Quality Improvement (Detractor)**

Based on Figure 4-2, it states that 78% of Service Quality issue from PT. XL Axiata detractor can be handled by network improvement and widening. For next improvement, PT. XL Axiata may prioritize either offered package/service or package/service factor. Based on survey result, customer suggestions on offered package/service improvement graphed as below chart.

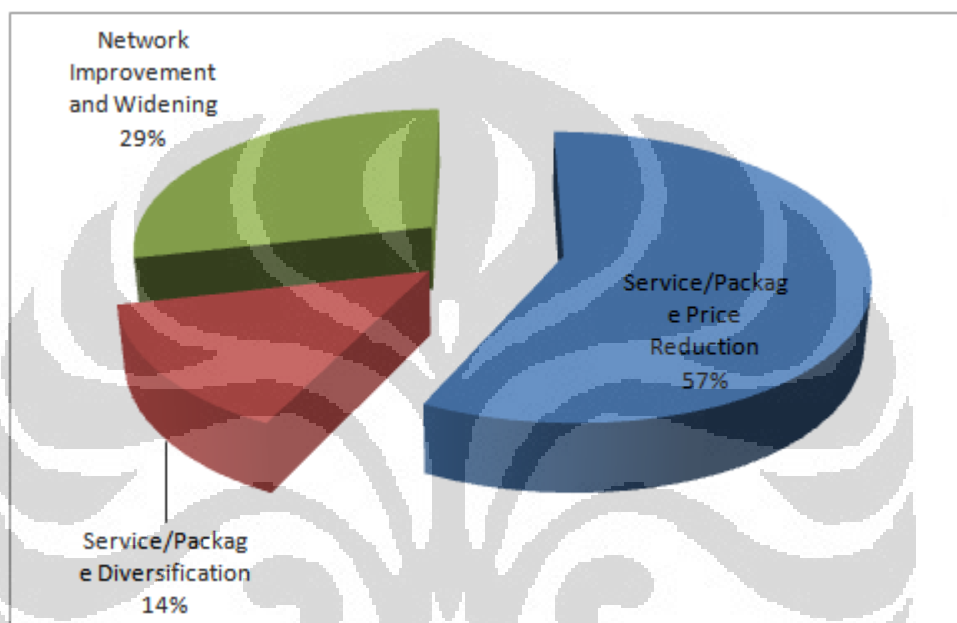


**Figure 4-3 Offered Package/Service Improvement (Detractor)**



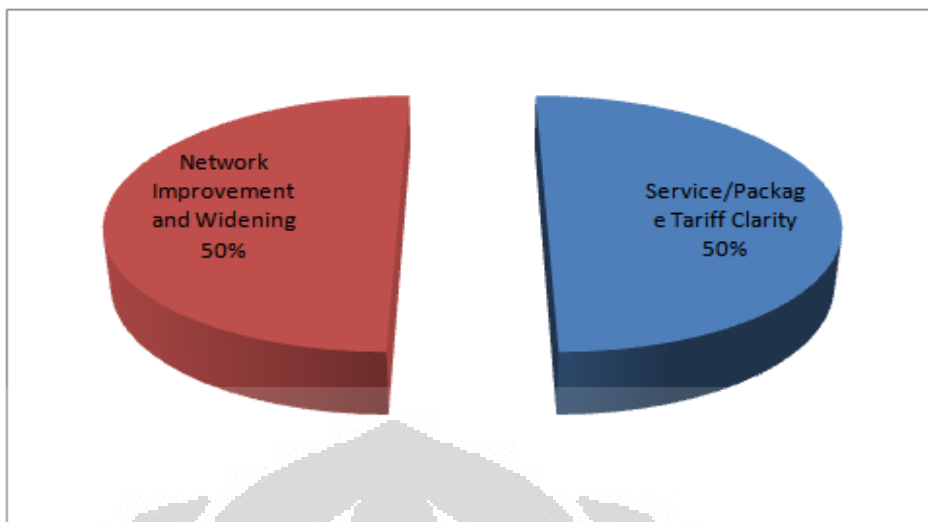
Figure 4-3 shows that network improvement and widening can answer 60% of detractor complaints on PT. XL Axiata improvement on offered package/service. Other 40% of PT. XL Axiata detractors suggest company to reduce service or package price to overcome this factor.

For package/service price factor, customer suggestion for PT. XL Axiata concluded as below.



**Figure 4-4 Package/Service Price Improvement (Detractor)**

As seen from Figure 4-4, PT. XL Axiata detractors query service or package price reduction (57% of samples) to enhance their satisfaction level on company package/service price improvement. From Customer Service factor, detractor suggests PT. XL Axiata to conduct network improvement and widening as much as clarity on service/package.



**Figure 4-5 Customer Service Improvement (Detractor)**

Consolidation of PT. XL Axiata detractor suggestions for company NPS improvement can be summarized in below table.

**Table 4.9 NPS Improvement Summary (Detractor)**

Improvement Suggestion	Telecommunication Provider Factor			
	Service Quality	Offered Package /Service	Service /Package Price	Customer Service
Customer Service Knowledge Improvement	4%	60%	N/A	N/A
Network Improvement and Widening	78%	N/A	29%	50%
Service/Package Diversification	4%	N/A	14%	N/A
Service/Package Price Reduction	7%	40%	57%	N/A
Service/Package Tariff Clarity	7%	N/A	N/A	50%

To quantify PT. XL Axiata NPS enhancement from detractor movement to passive, formulas that can be used are:

NPS enhancement from detractor movement to passive  
 = % of suggestion x % of factor x % of detractor

NPS after detractor movement to passive  
 = previous NPS + NPS enhancement

PT. XL Axiata can implement customer suggestion in a sequence or simultaneously, below table will described NPS improvement priority and sequence of each suggestion. Levels in this table will refer to simultaneously improvements.

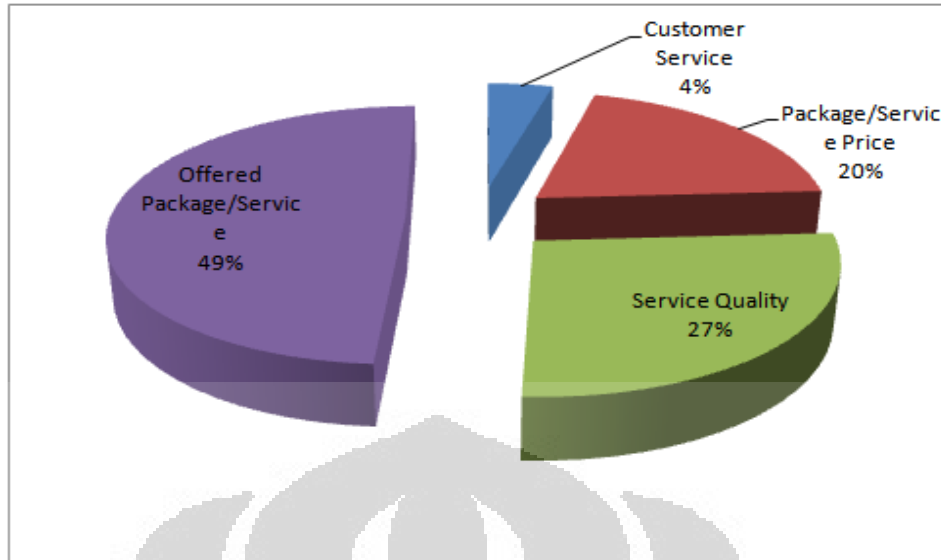
**Table 4-10 NPS Improvement Consolidation (Detractor)**

Improvement Suggestion	NPS Enhancement	NPS After Enhancement Base on Priority and Level				
		1	2	3	4	5
Network Improvement and Widening	33.44%	-15.62%	-4.55%	2.18%	5.74%	8.49%
Service/Package Price Reduction	11.07%	-37.99%				
Customer Service Knowledge Improvement	6.72%	-42.34%				
Service/Package Tariff Clarity	3.56%	-45.50%				
Service/Package Diversification	2.75%	-46.31%				

From detractor perspective, Table 4-10 estimate that if PT. XL Axiata implements all suggestions from its detractor (at 5<sup>th</sup> Level), company NPS will be 8.49%.

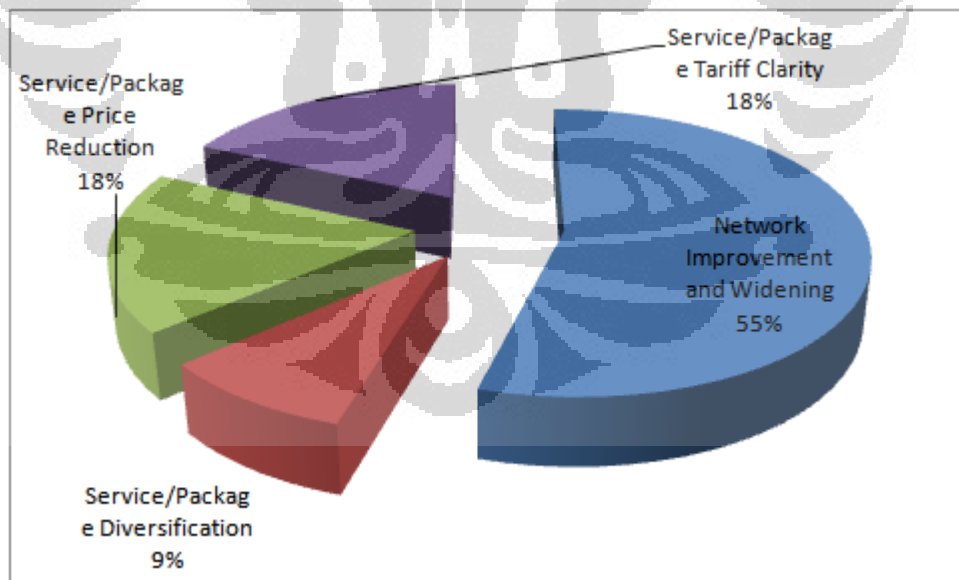
#### 4.1.3.2 Migrating Passive to Promoter

While passive will has no significant impact to company sustainability, promoter will bring positive impact on it. Therefore company should spend its effort to acquire more promoters that what it has currently. During this part, analysis for improvement possibility from passive will be provided and also its impact on PT. XL Axiata NPS. For that purpose, PT. XL Axiata passive customer reasons should be a start point.



**Figure 4-6 PT. XL Axiata Passive Reasons**

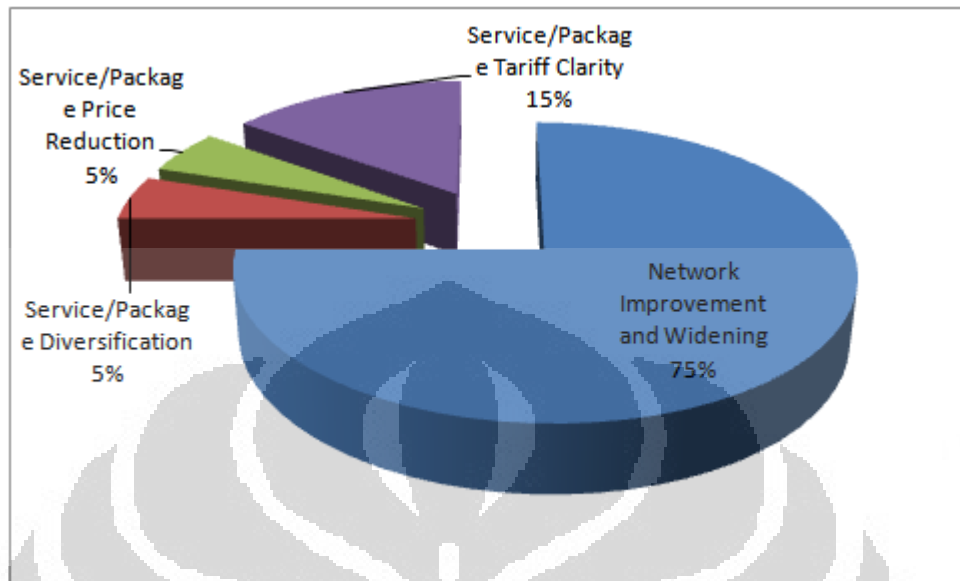
Figure 4-6 explains that most of passive give bad score for company due to its offer package/service parameter. To have more understanding on this parameter, analysis must be broken down into customer suggestions on how company can delight them. From offered package and service factor, customer suggestion is presented as below graph.



**Figure 4-7 Offered Package/Service Improvement (Passive)**

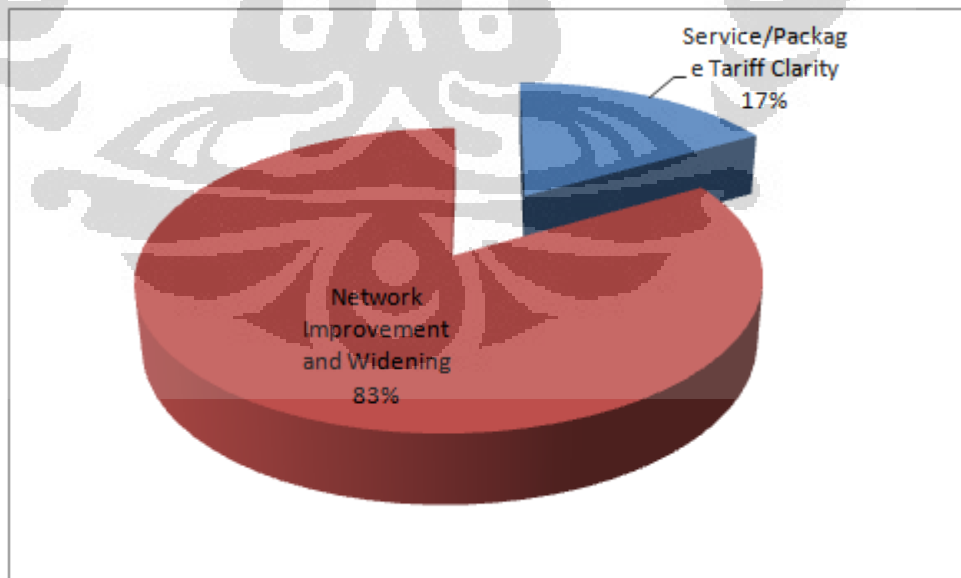
Most of subscriber in this factor suggested PT. XL Improvement in Network Improvement and Widening (55%). While observe service quality factor

passive survey result on Figure 4-8, subscriber suggestion also put network improvement and widening as dominant suggestion as well (75%)



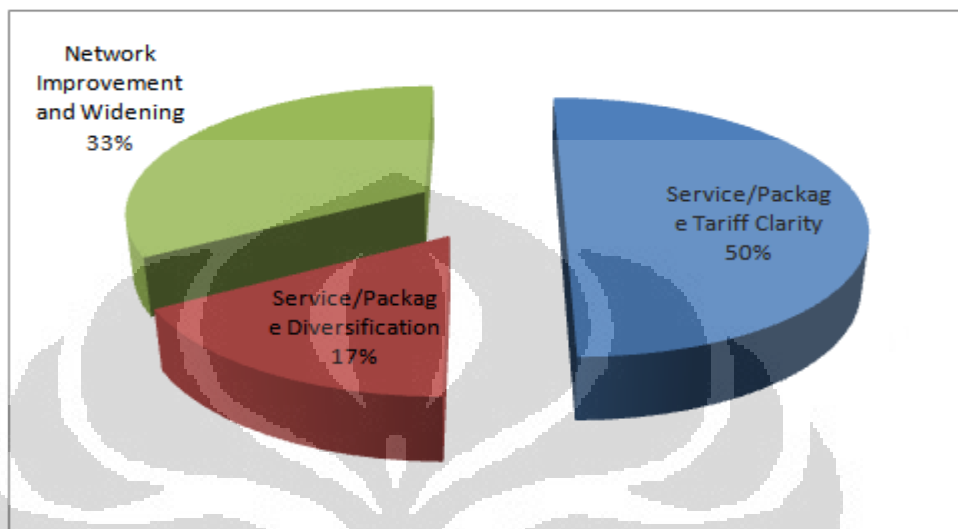
**Figure 4-8 Service Quality Improvement (Passive)**

Third factor that can be examined is package/service price. From this factor, PT. XL Axiata suggested passive customer's improvement can be observed as below graph.



**Figure 4-9 Package/Service Price Improvement (Passive)**

From this factor, network improvement and widening is still the prominent suggestion from PT. XL Axiata passive customers (83%). Last factor which will be observed is Customer Service. From this factor, passive customer suggestions described as below graph.



**Figure 4-10 Customer Service Improvement (Passive)**

Figure 4-10 suggests PT. XL Axiata to improve its marketing promotion by providing service/package tariff clarity. Consolidation of all telecommunication provider factors and to PT. XL Axiata passive customer suggestion can be summarized in below table.

**Table 4.11 NPS Improvement Summary (Passive)**

Improvement Suggestion	Telecommunication Provider Factor			
	Service Quality	Offered Package/Service	Package/Service Price	Customer Service
Network Improvement and Widening	75%	55%	83%	33%
Service/Package Price Reduction	5%	18%	N/A	N/A
Customer Service Knowledge Improvement	N/A	N/A	N/A	N/A
Service/Package Tariff Clarity	15%	18%	17%	50%
Service/Package Diversification	5%	9%	N/A	17%

Based on above table, NPS enhancement for each improvement can be measured with Formula 3.1 and the result as below table.

**Table 4-12 NPS Improvement Consolidation (Passive)**

Improvement Suggestion	NPS Enhancement	NPS After Enhancement Priority and Level			
		Level 1	Level 2	Level 3	Level 4
Network Improvement and Widening	16.70%	-32.36%			
Service/Package Tariff Clarity	4.43%	-44.63%	-27.93%		
Service/Package Price Reduction	1.68%	-47.38%		-26.25%	
Service/Package Diversification	1.30%	-47.76%			-24.95%

From passive subscriber perspective, if company implements all passive subscriber suggestion, it will improve PT. XL Axiata NPS into -24.94% which around 24.11% NPS enhancement.

#### 4.1.3.3 Consolidation of NPS Enhancement on Detractor and Passive Satisfaction Improvement

Customer suggestions that implemented by PT. XL Axiata will enhance its NPS from Detractor and Passive simultaneously. Therefore calculation for NPS enhancement for both customer types can be consolidated to gather broader view.

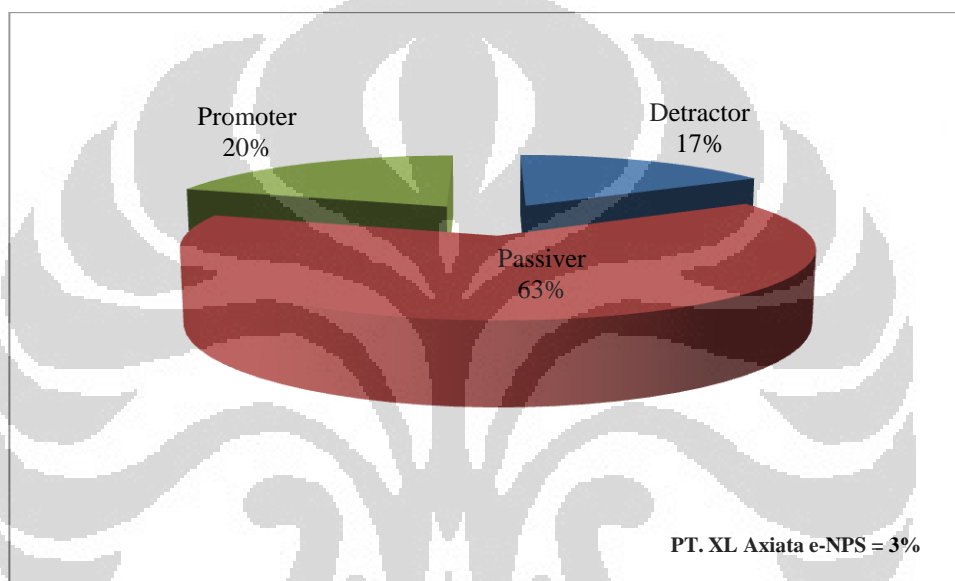
**Table 4-13 NPS Improvement Consolidation (Detractor and Passive)**

Improvement Suggestion	Consolidated NPS Enhancement	NPS After Enhancement				
		Level 1	Level 2	Level 3	Level 4	Level 5
Network Improvement and Widening	50.14%	1.08%	13.83%	20.56%	28.55%	32.60%
Service/Package Price Reduction	12.75%	-36.31%				
Customer Service Knowledge Improvement	6.72%	-42.34%				
Service/Package Tariff Clarity	7.99%	-41.07%				
Service/Package Diversification	4.05%	-45.01%				

Based Table 4-13, PT. XL Axiata network improvement can move its NPS to positive side. On the other side, company has to consider other factor improvement to achieve more satisfied customers. If company fulfils all detractors and passives suggestion, it can achieve NPS at 32.60%.

#### 4.2 Employee Satisfaction NPS on PT.XL Axiata

Based on conducted employee satisfaction survey, PT. XL Axiata Tbk NPS Score is 3%. Composition of employee type based on NPS as below:



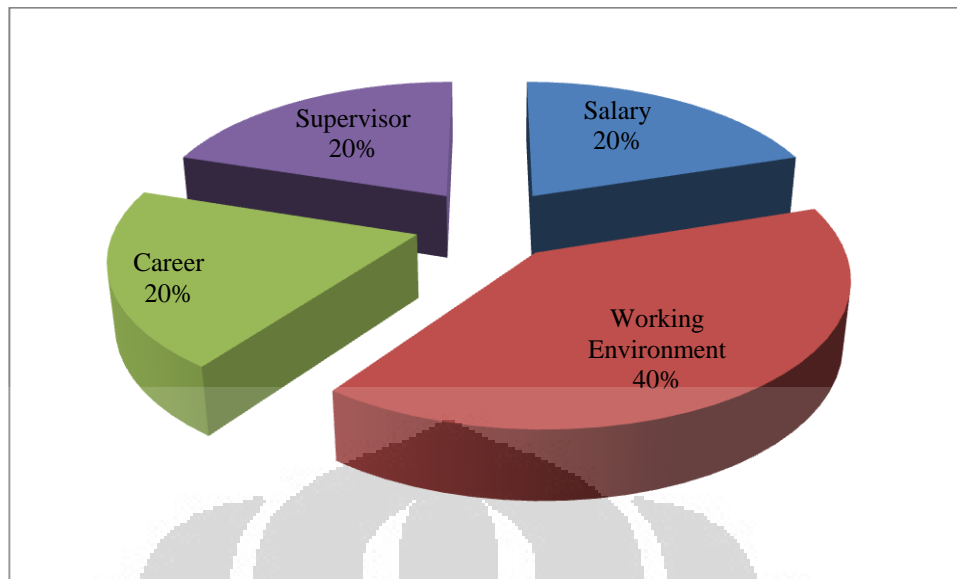
**Figure 4-11 e-NPS Types of PT. XL Axiata Tbk Employees**

Based on Figure 4-11, most of PT. XL Axiata employees is categorized as passives (63%). One of the outcome of low level of employee satisfaction is high turnover rate. To get insight of this parameter, analysis on employee intended working time variable must be divided based on their NPS type.

##### 4.2.1 PT. XL Axiata Employee Detractor and Improvement

Figure 4-12 indicates that 40% of PT. XL Axiata detractor reason is working environment. Salary, Supervisor, and Career factor, 20% respectively, have same pie on detractor reason.





**Figure 4-12 PT. XL Axiata Tbk Detractor Reasons**

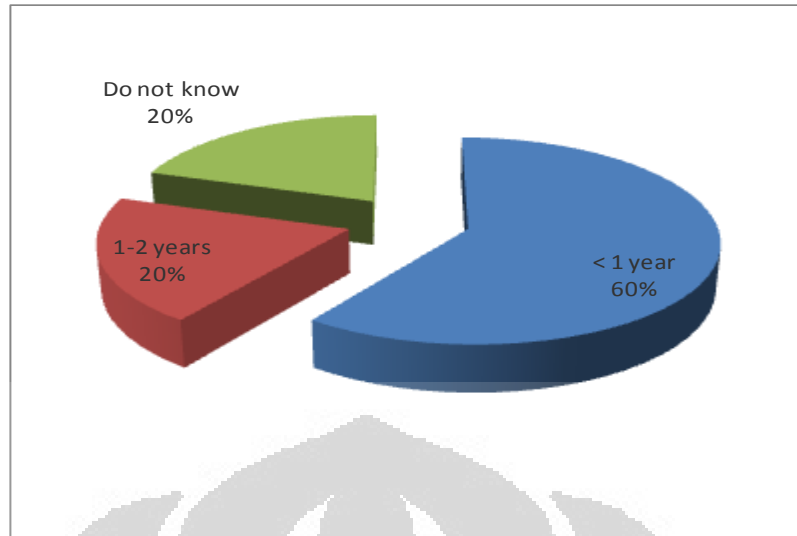
There might be several parameters which must be enhanced by PT. XL Axiata to ensure employee satisfaction level, such as: &Hollenbeck, &Gerhart, &Wright, 2010): infrastructure, employee consultancy, job-hazard awareness, safety regulation, and health facilities.

If PT. XL Axiata success in delivering employee satisfaction level, it will increase PT. XL Axiata NPS as much as 6.8% which correlate to e-NPS level at 9.8%.

#### **4.2.2 PT. XL Axiata Employee Retention Time Based on e-NPS and Improvement Approach**

It's inevitable that one of prominent impact unsatisfied employee will be high turnover rate. To describe this issue, PT. XL Axiata employee retention time can be divided into its e-NPS type: detractor, passive, and promoter.

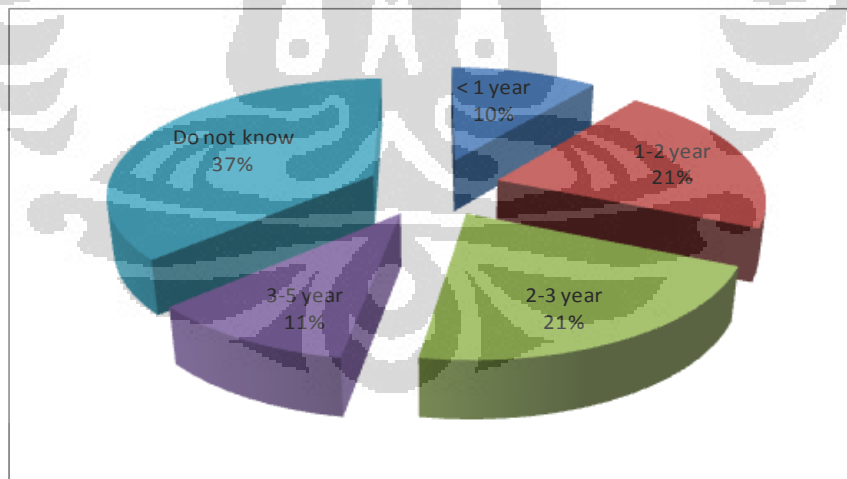
##### **1. Detractor Intended Working Time**



**Figure 4-13 Detractor Intended Working Time**

Based on Figure 4-13, 60% detractor estimates that they will work for PT. XL Axiata for less than 1 more years. It doesn't look as a bad result by considering detractor proportion is only 6% of PT. XL Axiata surveyed employee. It means that only 3.6% of PT. XL Axiata employee population.

## 2. Passive Intended Working Time

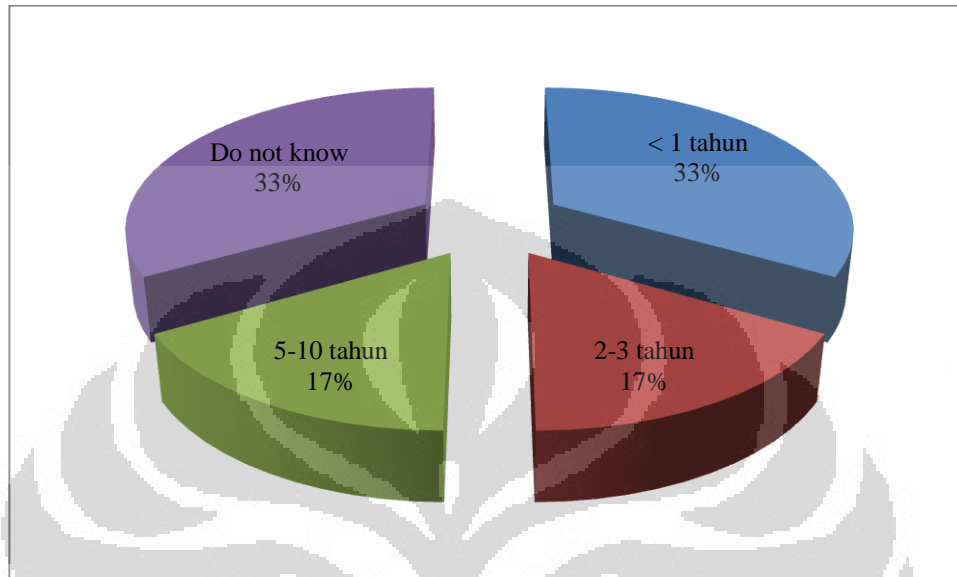


**Figure 4-14 Passive Intended Working Time**

Considering passive section contains most of PT. XL Axiata employee (63%), PT. XL Axiata has to maintain this type of employee. From Figure 4.14,

10% of passive employees want to spend less than 1 year in this company, which lead to 6.3% of employee population.

### 3. Promoter Intended Working Time



**Figure 4-15 Promoter Intended Working Time**

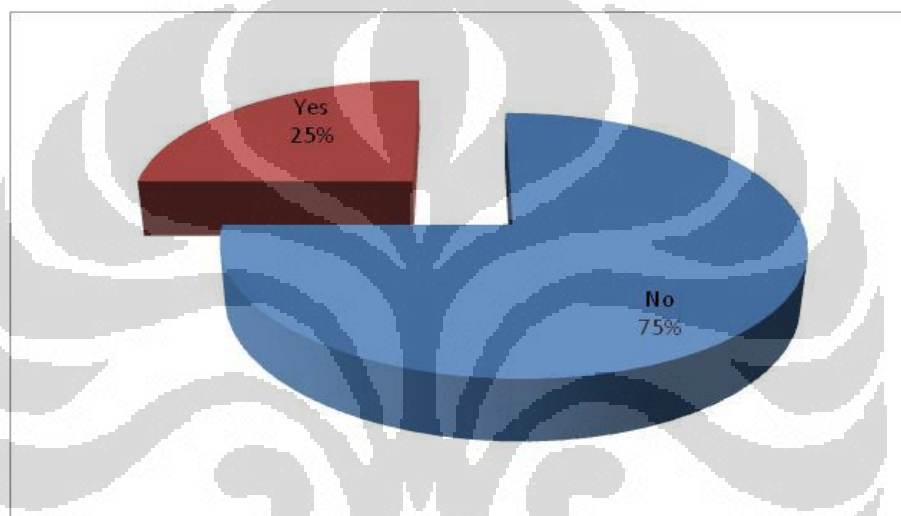
Based on survey, PT. XL Axiata promoter employees who want to work less than 1 more years is 33%. This percentage represents 6.6% of PT. XL Axiata employee.

If employees from all NPS section that want to work in company less than 1 year are summed up, there will be 16.5% of total employee in this category. This percentage might represent PT. XL Axiata turnover rate for this year.

To reduce turn over level, PT. XL Axiata has to understand reasons behind their decision to leave that company. Some of the reason might come from company failures but others might be sourced from employee and might not interrupt by company improvement.

### 4.2.3 Improvement on NPS score of PT. XL Axiata from Customer Service Factor

Based on NPS Analysis in PT. XL Axiata, Customer Service takes 6% of subscriber reason to be a detractor or passive. One of service profit chain, service values linkage to employee productivity, gives justification to improve its employee satisfaction level. Using e-NPS approach, we can quantify how many percent of customer service related job that categorized as detractor or passive as below:



**Figure 4-16 PT. XL Axiata Tbk Employee with Customer Service Job**

From Figure 4-16, 20% of surveyed employee has direct communication channel to PT. XL Axiata subscribers. Using the same formula to quantify XL NPS from network improving and widening, NPS Improvement from Customer Service is 1.60%. Combining Customer Service employee improvement with network quality improvement, PT. XL Axiata NPS will be around 2.68%.

### 4.3 Managerial Implication

Survey on customer satisfaction indicates that PT. XL Axiata customer type, detractor, passive, or promoter, doesn't influence their telecommunication expense for company. This empirical data brings us to curiosity that satisfaction level will not impact company profitability from customer perspective. Based on NPS result, all 3 (three) largest telecommunication provider have relatively

similar score which lead into indication that customer might not see any different on delivered service from each company. Customers think that any company that they use will give similar level of satisfaction. Therefore they just use telecommunication service as what they need. Referring to Heskett Service Profit Chain theory, if PT. XL Axiata can improve satisfaction level of its service, it will be a differentiation strategy for company to compete with other service providers. Furthermore it will compensate company with higher profitability level.

Customer satisfaction survey also shows that most of PT. XL Axiata customers are detractor who will burden company with its negative impacts. Currently, social media can expedite information exchange between people. Any type of information can be shared and accessed without prior screening. Through this media, customer can share their experiences with PT. XL Axiata services. Observing Facebook, Twitter timeline, and also Blackberry Message status, many PT. XL Axiata customers had complaints on its network quality. This condition will impact its existing customer or customer candidate perception on company services which might be end up to higher churn rate for company. Considering the impacts of this wide spread complaints, company should take care of this issue closely.

First improvement that PT. XL Axiata has to conduct is its network quality factor. Evaluating its end to end network capacity might be pivotal start point. Company needs to acknowledge that its current capacity is not exceeding customer needs. If the result shows its network capacity not sufficient with current customer needs, company has to conduct capacity enhancement. There can be 3 (three) types of capacity enhancement: enlarging current capacity, implementing efficiency solutions, or implement new technology. Each option will come with its own cost and benefit.

Enlarging current capacity will burden cost on additional hardware and instalment process. For operational perspective and integration process, there should be less issue due to infrastructure similarity with existing system. Another factor that should be considered by company is the lifetime of this technology or infrastructure. Implementing efficiency solution will require less cost than other

solution, but company should think which part of its current network process that can be more efficient without significant impact on company performance and customer experience. For this option, company need to think on how much efficiency that it can acquire and whether it can resolve its network capacity problem. If company choose to implement new technology on its network, it should prepare with appropriate capital expenditure, training for employee, and obstacles on integration process. On the other side, latest technology is usually most resource-efficiency which will improve company operational expenditure. Company has to quantify and considering each option to achieve most appropriate solution.

As announced by PT. XL Axiata management, during 2012 company will build 6,000 new BTSs where 4,000 of them are 3G Node B to improve its front-end network performance. This expansion acknowledge that PT. XL Axiata recognize that data services will be company pivotal source of revenue for future which also justified by survey result where 67.34% of telecommunication customer utilize this type of service. But this improvement must be accomplished with company's back-end network capacity adjustment as well. Back end network comprise of Switching Center, Intelligent Network (IN), and Billing System. Inappropriate back-end network performance will be service delivery bottleneck in catering customer needs.

Providing suitable network capacity infrastructure will be an entry key to satisfy customer. Furthermore, company must have an actual, precise, and dynamic network planning and roadmap to allocate its network capacity based on customer needs density. This step will ensure incurred capital expenditure will reach its goal effectively. Dynamic network planning will adjust network capacity to be in line with marketing projects and promotion. Without appropriate capacity support, marketing promotion might not achieve its business objective.

Referring to Heskett service profit chain theory, that have direct communication to customer will influence customer satisfaction level. Survey result implicitly states that PT. XL Axiata Customer Service personnel can deliver its role accordingly to customer complaints which indicated with low portion of

Customer Service in detractor reason. This survey result can be justification of PT. XL Axiata achievements on several Customer Service wards during 2011 and 2012. All procedures and customer service parameters that PT. XL Axiata currently use should be maintained or enhanced if possible.

Interesting option that can enhance customer satisfaction is package diversification. This option will not burden company with significant cost. What company needs is only employee creativity, especially product team, to compose basic products into an attractive package. Supporting with advanced Intelligent Network and Billing System, PT. XL Axiata has capability to implement this option. Telecommunication industry trend nowadays is related to high speed data and banking service. One of PT. XL Axiata example to that direction is its *XL Tunai* service that enable customer to use their mobile phone as payment equipment for merchants and utility providers, money transfer, e-commerce payment. Customer has to fill his/her XL Tunai balance through particular Bank ATM (BII), XL dealers, or XL representative offices prior to use this service. If customer want to buy a product/service with its *XL Tunai*, they need to query an authentication code from PT. XL Axiata and inform it to merchant cashier. There might be several improvements that PT. XL Axiata has to implement on *XL Tunai* service.

First improvement might be from replenishment channel, PT. XL Axiata has to enlarge its *XL Tunai* distribution to provide comfort and easy to access factor. Company can achieve this objective through cooperation with other banks, postal office, and also cooperatives which have wide spread network. Bank candidates for this cooperation can be prioritized from its number of ATM, such as: PT Bank Central Asia Tbk. (8,307 units), PT Bank Mandiri Tbk (7,496 units), PT Bank Rakyat Indonesia Tbk. (7,085 units), PT Bank Negara Indonesia Tbk. (6,518 units). PT. Bank Rakyat Indonesia Tbk also offers additional advantage with its wide spread branches in rural area. For postal office and cooperative, they can help *XL Tunai* Service in money transfer service from Indonesian labours in abroad to their family in rural area.

Second improvement from XL Tunai is convenience in payment method where subscriber has to query a token as his/her payment authentication. This step will involve time consuming and failure possibility. Furthermore PT. XL Axiata need to improve authentication method by providing dedicated token device as commercial banks have provided.

Third improvement can be enlarging number of participating merchants, stores: groceries, fashion outlets, restaurants, tax offices, etc while give additional advantage for payment with XL Tunai in term of discount, vouchers, other benefits if customer use XL Tunai for payment method. This improvement will encourage customer to use XL Tunai service more often which means more profit for PT. XL Axiata.

From employee satisfaction survey, PT. XL Axiata has to improve its working environment factors. PT. XL Axiata needs to conduct in-depth interview with employees with an appropriate condition to make employee share what they're thinking on company environment. There's a suspect that PT. XL Axiata organizational transformation has appeared this working environmental factor. Business transformation might be favourable for several employees, but might be unfavourable for others. During the implementation of this change, PT. XL Axiata has to maintain their employee satisfaction by informing this issue accurately to all employees. This approach is required to put employees in certain position.

Based on survey result, detractors that represent unsatisfied employees have more possibility to leave company in short time. High turnover rate will be unfavourable condition for company, especially for high performance employee. Company will suffer by losing employees who are acknowledged as key person in its function. Recruitment, re-training and re-adapting new employee on a new function will require time and cost as well which might disrupt company business and operation. To solve this issue company needs to have special treatments on its talent, either in term of salary, supporting facilities, career acceleration with transparent procedures and requirements. During 2012, PT. XL Axiata conducted a human resource program that named as "XL Talent Program" that intended to provide coaching for high performance employees. This program should have



larger scope than coaching only. It's better for company to give tangible benefits to this niche employee segment. It's common and acknowledged by service profit chain theory that employee with high level of satisfaction will give loyalty and sustainable high performance to company.



## **CHAPTER 5 CONCLUSION AND RECOMMENDATION**

Using NPS approach, PT. XL Axiata has negative score (-49.06%). Comparing to competitors and industrial NPS, this score put PT. XL Axiata at 2<sup>nd</sup> (second) position from 3 (three) largest telecommunication company. There is no significant different among telecommunication company even with Indonesia current telecommunication market leader (PT. Telkomsel), this indication lead to conclusion that all companies deliver similar satisfaction level of service to its customer.

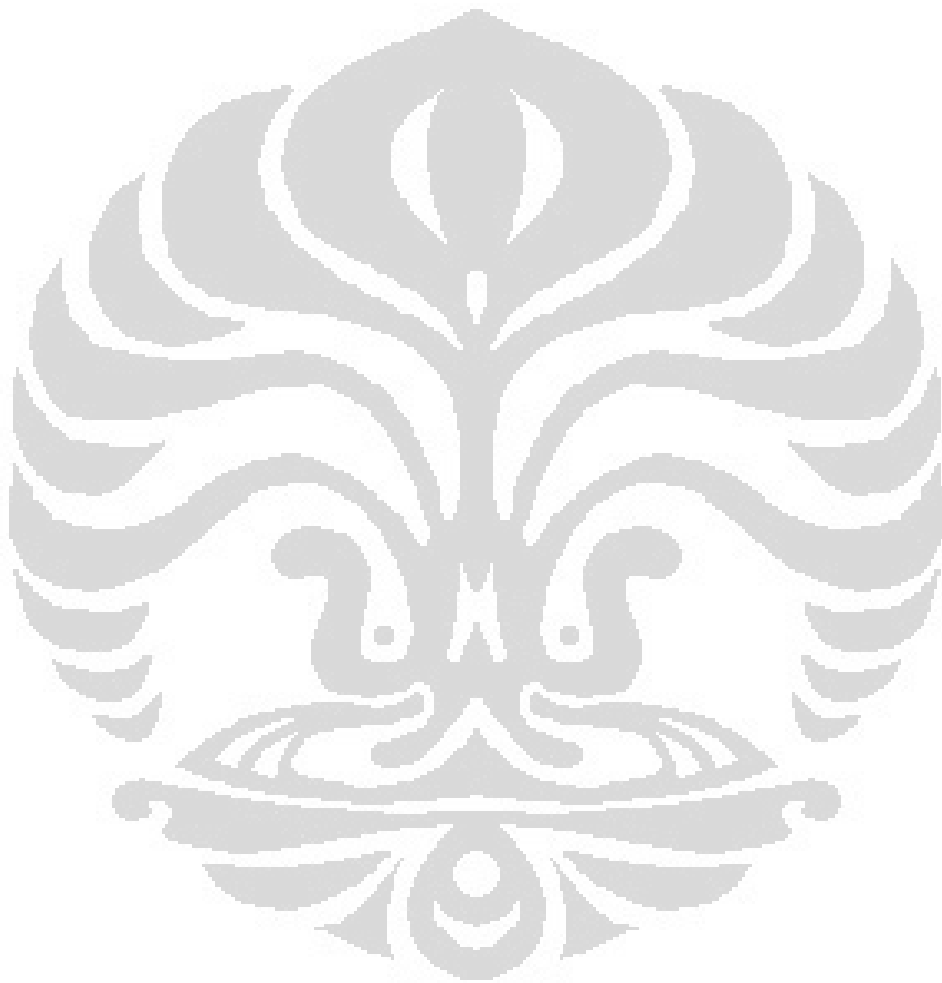
For PT. XL Axiata based on conducted survey, its network quality as part of service quality parameter is identified as the main reason of detractor. Improvement on this parameter will enhance PT. XL Axiata customer satisfaction significantly which represent as NPS Score at 1.08%. PT. XL Axiata satisfaction level improvement might be company advantageous differentiation strategy to compete in market. After network improvement, PT. XL Axiata might need to consider improvement on other factors based on its positive impact priority over customer satisfaction.

From e-NPS survey, PT. XL Axiata has a positive score (3%). Most of its employee is categorized as passive (63%). Significant factor on PT.XL Axiata e-NPS is working environment, in-depth interview is required for detailed improvement, but PT. XL Axiata has to ensure the anonymity of employee.

Comparing PT. XL Axiata NPS and e-NPS will bring us to conclusion that employee is not significantly influence in PT. XL Axiata customer satisfaction level. Negative NPS is mostly caused by infrastructure side, which also proven by NPS survey significant factor.

For further research, company need to conduct bottom up NPS survey which will embedded into company daily operation. With bottom up survey, company might prevent a customer to be a detractor through close loop procedure. If company realize advantages from customer satisfaction tracking with NPS then first approach company need to build a unit that specialized on NPS measurement,

monitoring, and tracking. Furthermore company can adopt NPS elements that suitable to industry and company needs.

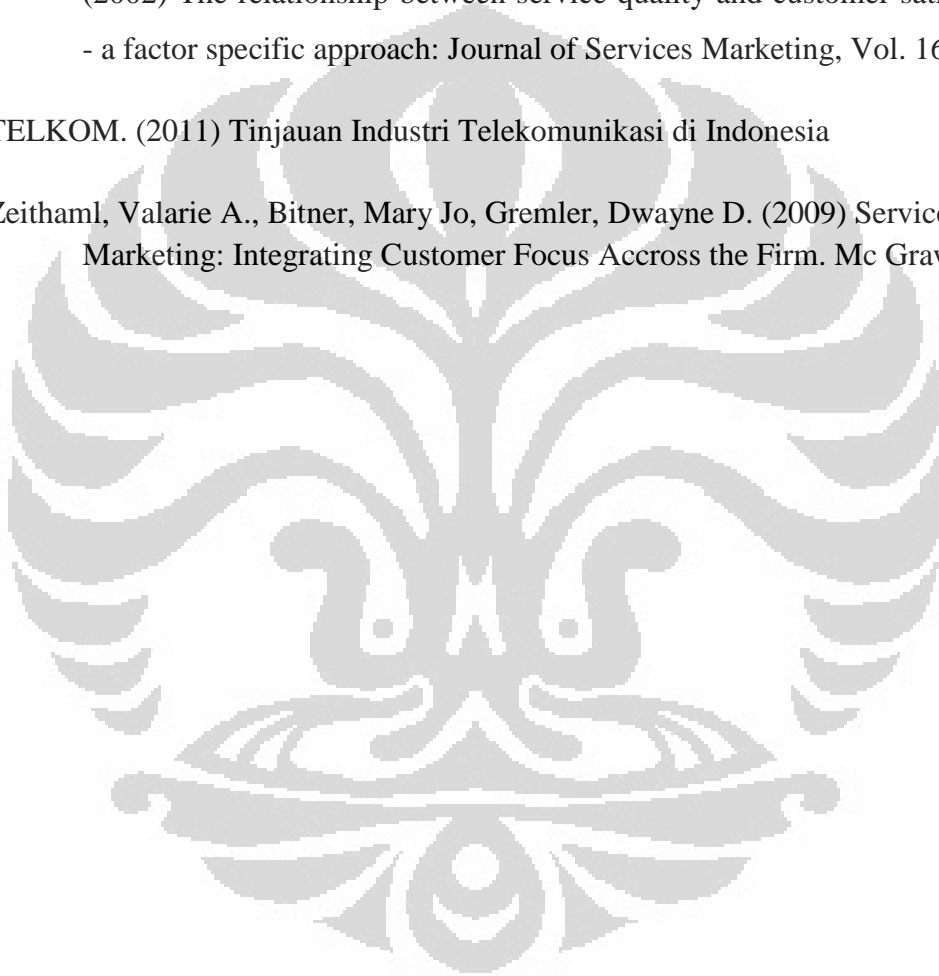


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## XL Employee Satisfaction Survey

Selamat Pagi, Survey ini merupakan bagian dari thesis saya yang berjudul "Quantifying and Improving Net Promoter Score in PT. XL Axiata Tbk" Net Promoter Score ini sendiri merupakan metric yang digunakan untuk mengukur tingkat kepuasan employee. Untuk survey ini akan bersifat anonim, sehingga kerahasiaan pengisi survey dapat terjamin.

Terima Kasih atas bantuannya,

Ario Timur

### \* Required

**1. Berdasarkan informasi yang Anda ketahui, layanan apa yang diunggulkan oleh PT. XL Axiata sebagai sumber pendapatan utama masa depan? \***

*(pilih 1 jawaban saja)*

- Layanan Suara
- Short Message Service (SMS)
- Konten/Aplikasi
- Data/Internet
- Layanan Blackberry (BIS/BES)

**2. Apakah Anda ikut memberikan ide/inisiatif dalam program XL BANGET? \* XL BANGET merupakan program XL yang memberikan ruang bagi inisiatif dan ide dari karyawan kepada PT.XL Axiata**

- A. Ya
- B. Tidak

**3. Apakah posisi Anda di PT.XL Axiata mengharuskan untuk berinteraksi langsung dengan pelanggan (baik perorangan, maupun corporate) PT. XL Axiata ?**

*\* Berinteraksi langsung adalah antara Anda dan pelanggan tidak terdapat pihak perantara lagi. Contoh interaksi langsung adalah : bertemu langsung, interaksi dengan telepon, sms, email, sb*

- A. Ya
- B. Tidak

**4. Menurut pendapat Anda, dalam skala 0-10, berapa besar keinginan Anda untuk mereferensikan PT.XL Axiata kepada keluarga, teman, dan kenalan sebagai tempat untuk bekerja? \***

*Catatan : 0 berarti sangat tidak ingin mereferensikan, 10 berarti sangat ingin mereferensikan*

	0	1	2	3	4	5	6	7	8	9	10	
sangat tidak ingin mereferensikan	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	sangat ingin mereferensikan

**5. Apakah yang mendasari Anda untuk memberikan nilai di atas kepada PT. XL Axiata? \* Jawaban boleh lebih dari 1, jika memilih Other mohon menuliskan nama parameternya**

- Gaji
- Suasana Kerja
- Kepastian Karir
- Atasan
- Other:

**Pertanyaan 5.1 s/d 5.5 merupakan penjabaran dari pertanyaan nomor. 5, berikan tanda X pada nilai yang Anda pilih**

**0** berarti sangat buruk dan **10** berarti sangat baik



## Attachment 1. XL Employee Satisfaction Survey

**5.1 Gaji**

	0	1	2	3	4	5	6	7	8	9	10	
Sangat Buruk	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Sangat Baik

**5.2 Suasana Kerja**

	0	1	2	3	4	5	6	7	8	9	10	
Sangat Buruk	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Sangat Baik

**5.3 Kepastian Karir**

	0	1	2	3	4	5	6	7	8	9	10	
Sangat Buruk	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Sangat Baik

**5.4 Atasan**

	0	1	2	3	4	5	6	7	8	9	10	
Sangat Buruk	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Sangat Baik

**5.5 Other**

	0	1	2	3	4	5	6	7	8	9	10	
Sangat Baik	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Sangat Buruk

**6. Menurut pendapat Anda, apa yang harus diperbaiki oleh PT. XL Axiata sebagai perusahaan tempat Anda bekerja?**

**7. Berapa lama Anda telah bekerja di PT.XL Axiata? \***

- 0-2 tahun
- 2-5 tahun
- 5-10 tahun
- >10 tahun

**8. Dalam perkiraan Anda, berapa lama lagi Anda akan berkerja di PT.XL Axiata? \***

- < 1 tahun
- 1-2 tahun
- 2-3 tahun
- 3-5 tahun
- 5-10 tahun
- > 10 tahun
- Belum Tahu

**9. Jenis Kelamin \***

- A. Laki-Laki
- B. Perempuan

**10. Usia \***

- 0-13 tahun
- 14-24 tahun
- 25-30 tahun
- 31-36 tahun
- >36 tahun

**11. Pada saat ini, apakah posisi/jabatan Anda? \***

- Staff
- Supervisor
- Specialist
- Managerial Level

**12. Apakah Anda menggunakan kartu provider lain selain kartu yang dikeluarkan oleh PT. XL Axiata? \***

- Ya
- Tidak

**13. Jika Ya, Apakah kartu provider lain yang Anda gunakan (*pilih 1 jawaban saja*)?**

- Telkomsel
- Indosat
- Axis

## Attachment 1. XL Employee Satisfaction Survey

- Tri
- Bakrie Telecom
- Other:

**14. Jika Ya, Apakah alasan Anda menggunakan kartu tersebut**

- Kualitas Layanan
- Customer Service
- Harga Layanan
- Paket-Paket yang ditawarkan
- Keluarga, Teman banyak yang menggunakan provider ini
- Other:

# Telecommunication Provider Satisfaction Survey

Selamat Pagi, Survey ini merupakan bagian dari thesis saya yang berjudul "Quantifying and Improving Net Promoter Score in Telecommunication Providers". Net Promoter Score ini sendiri merupakan metrik yang digunakan untuk mengukur tingkat kepuasan pelanggan. Untuk survey ini akan bersifat anonim, sehingga kerahasiaan pengisi survey dapat terjamin. Pada akhir survey kami punya hadiah bagi Anda yang beruntung. Terima Kasih atas bantuannya, Ario Timur  
\* Required

1. Penyedia jasa telekomunikasi selular apa yang saat ini Anda gunakan (jika ada beberapa, pilih satu yang paling sering Anda gunakan)? \*

- A. Telkomsel
- B. XL
- C. Indosat
- D. Axis
- E. Tri
- F. SmartFren
- G. Esia
- H. Lainnya : .....

2. Berapa besar kira-kira pengeluaran per bulan Anda untuk perusahaan telekomunikasi tersebut? \*

- A. Rp. 0 - Rp. 15.000
- B. Rp.15.001 - Rp. 45.0000
- C. Rp. 45.001 - Rp. 90.000
- D. Rp. 90.001 - Rp. 250.000
- E. Rp. 250.001 - Rp. 1.000.000
- F. > Rp. 1.000.000

3. Layanan telekomunikasi apakah yang paling sering Anda gunakan dari provider telekomunikasi tersebut? \*

- A. Telepon
- B. SMS

## Attachment 2. Telecommunication Provider Satisfaction Survey

- C. Internet
- D. Ringtone
- E. Blackberry
- F. Konten/Aplikasi Lainnya

4. Menurut pendapat Anda, dalam skala 0-10, berapa besar keinginan Anda untuk mempromosikan merk penyedia jasa tersebut kepada keluarga, teman, dan kenalan sebagai penyedia layanan telekomunikasi? \*

Catatan: 0 berarti sangat tidak ingin mempromosikan dan 10 berarti sangat ingin mempromosikan

(lingkari jawaban Anda)

	0	1	2	3	4	5	6	7	8	9	10	
sangat tidak ingin mempromosikan	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	sangat ingin mempromosikan

5. Apakah yang mendasari Anda untuk memberikan nilai pada pertanyaan nomor 4? \*

Catatan: jawaban boleh lebih dari satu, jika memilih Other, mohon tuliskan parameteranya

- Kualitas layanan
- Customer Service
- Harga Layanan
- Paket-Paket Layanan yang ditawarkan
- Other:

**Pertanyaan 5.1 s/d 5.5 merupakan penjabaran dari pertanyaan nomor 5, berikan nilai hanya terhadap parameter-parameter yang telah Anda pilih pada pertanyaan nomor 5**

Catatan : 0 berarti sangat buruk dan 10 berarti sangat bagus  
Lingkari jawaban Anda

### 5.1 Kualitas Layanan

	0	1	2	3	4	5	6	7	8	9	10	
Sangat Buruk	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Sangat Bagus

### 5.2 Customer Service

	0	1	2	3	4	5	6	7	8	9	10	
Sangat Buruk	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Sangat Bagus

### 5.3 Harga Layanan

	0	1	2	3	4	5	6	7	8	9	10	
Sangat Buruk	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Sangat Baik

### 5.4 Paket-Paket Layanan yang ditawarkan

	0	1	2	3	4	5	6	7	8	9	10	
Sangat Buruk	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Sangat Baik

### 5.5 Other

	0	1	2	3	4	5	6	7	8	9	10	
Sangat Buruk	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Sangat Baik

6. Menurut Anda, apa yang harus diperbaiki oleh penyedia layanan telekomunikasi tersebut untuk dapat memberikan kepuasan layanan kepada Anda?

7. Jenis Kelamin \*

A. Laki-Laki

B. Perempuan

8. Pendidikan \*

A. Tidak Tamat SD

B. Sekolah Dasar

C. Sekolah Menengah Pertama

D. Sekolah Menengah Atas

E. Sarjana

9. Usia \*

A. 0 tahun - 13 tahun

B. 14 tahun - 24 tahun

C. 25 tahun - 35 tahun

D. > 35 tahun

10. Provinsi domisili Anda saat ini? \*

.....

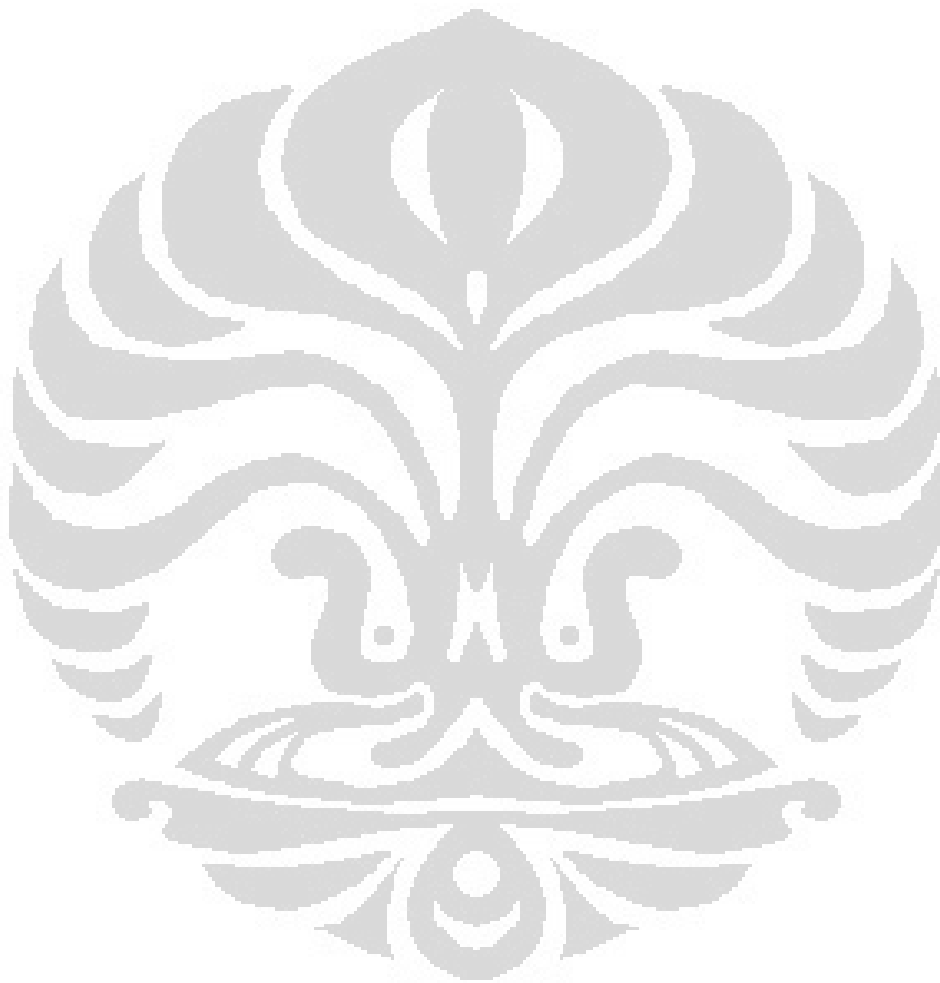
11. Penghasilan/Uang Saku per Bulan \*

A. Rp. 0 - Rp. 500.000



## Attachment 2. Telecommunication Provider Satisfaction Survey

- B. Rp. 500.000 - Rp. 2 juta
- C. Rp. 2 juta - Rp. 4 juta
- D. Rp. 4 juta - Rp. 6 juta
- E. Rp. 6 juta - Rp. 10 juta
- F. Rp. 10 juta - Rp. 20 juta
- G. Rp. 20 juta - Rp. 40 juta
- H. >Rp. 40 juta



## Attachment 3. Customer Satisfaction Survey Characteristics

## Telecommunication Service Provider

Telecommunication Service Provider	Frequency	Percentage
Indosat	54	18.18%
XL	106	35.69%
Telkomsel	137	46.13%
Total	297	100.00%

## Monthly Telecommunication Expense

Monthly Telecommunication Expense	Frequency	Percentage
> Rp. 1.000.000	3	1.01%
Rp. 250.001 - Rp. 1.000.000	31	10.44%
Rp. 90.001 - Rp. 250.000	187	62.96%
Rp. 45.001 - Rp. 90.000	46	15.49%
Rp.15.001 - Rp. 45.0000	27	9.09%
Rp. 0 - Rp. 15.000	3	1.01%
Total	297	100.00%

## Most Used Telecommunication Services

Most Used Telecommunication Services	Frequency	Percentage
Blackberry	148	49.83%
Internet	52	17.51%
SMS	52	17.51%
Telephony	44	14.81%
Ringtone	1	0.34%
Grand Total	297	100.00%

## Age

Age (years)	Frequency	Percentage
> 35	15	5.05%
25 - 35	170	57.24%
14 - 24	112	37.71%
Total	297	100.00%

## Attachment 3. Customer Satisfaction Survey Characteristics

## Telecommunication Industry NPS Score

Telecommunication Industry NPS Score	Frequency	Percentage
0	17	5.72%
1	7	2.36%
2	20	6.73%
3	25	8.42%
4	22	7.41%
5	47	15.82%
6	35	11.78%
7	67	22.56%
8	37	12.46%
9	8	2.69%
10	12	4.04%
Total	297	100.00%

## Sex

Sex	Frequency	Percentage
Man	188	63.30%
Woman	109	36.70%
Total	297	100.00%

## Latest Educational Background

Latest Educational Background	Frequency	Percentage
Bachelor Degree or Greater	264	88.89%
Senior High School	31	10.44%
Junior High School	1	0.34%
No education background	1	0.34%
Grand Total	297	100.00%

## Monthly Salary

Monthly Salary (IDR)	Frequency	Percentage
>40 million	5	1.68%
20 million - 40 million	3	1.01%
10 million - 20 million	19	6.40%
6 million - 10 million	42	14.14%
4 million - 6 million	83	27.95%
2 million - 4 million	66	22.22%
500.000 - 2 million	62	20.88%
0 - 500.000	17	5.72%
Total	297	100.00%

## Attachment 3. Customer Satisfaction Survey Characteristics

## Current Province

Current Province	Frequency	Percentage
Bengkulu	1	0.34%
West Kalimantan	1	0.34%
Lampung	1	0.34%
East Nusa Tenggara	1	0.34%
Papua	1	0.34%
West Sulawesi	1	0.34%
South Sulawesi	1	0.34%
Jambi	2	0.67%
Central Java	2	0.67%
North Sumatera	2	0.67%
Bali	3	1.01%
Daerah Istimewa Yogyakarta	3	1.01%
Riau	3	1.01%
East Java	4	1.35%
East Kalimantan	4	1.35%
Aceh	12	4.04%
Banten	13	4.38%
West Sumatera	42	14.14%
West Java	53	17.85%
DKI Jakarta	147	49.49%
Grand Total	297	100.00%

## Attachment 4. Employee Satisfaction Survey Characteristics

**Participation in “XL Banget” Program**

Participation in XL Banget Program	Frequency	Percentage
No	39	43.33%
Yes	51	56.67%
Total	90	100.00%

**PT. XL Axiata Service as Next Pivotal Revenue**

XL Axiata Service as Next Pivotal Revenue	Frequency	Percentage
Data/Internet	78	86.67%
Content/Application	9	10.00%
Telephony	3	3.33%
Total	90	100.00%

**Direct communication to customer**

Has direct communication to customer?	Frequency	Percentage
No	67	74.44%
Yes	23	25.56%
Total	90	100.00%

**e-NPS Score**

e-NPS Score	Frequency	Percentage
0	3	3.33%
4	3	3.33%
5	3	3.33%
6	6	6.67%
7	21	23.33%
8	36	40.00%
9	9	10.00%
10	9	10.00%
Total	90	100.00%

**Sex**

Sex	Frequency	Percentage
Man	63	70.00%
Woman	27	30.00%
Total	90	100.00%

## Attachment 4. Employee Satisfaction Survey Characteristics

**Working Time**

Working Time	Frequency	Percentage
0-2 years	18	20.00%
2-5 years	57	63.33%
5-10 years	15	16.67%
Grand Total	90	100.00%

**Age**

Age	Frequency	Percentage
14-24 years	15	16.67%
25-30 years	51	56.67%
31-36 years	21	23.33%
>36 years	3	3.33%
Total	90	100.00%

**Intended Working Time**

Intended Working Time	Frequency	Percentage
< 1 years	21	23.33%
1-2 years	15	16.67%
2-3 years	15	16.67%
3-5 years	6	6.67%
5-10 years	3	3.33%
Don't know	30	33.33%
Total	90	100.00%

**Current Position**

Current Position	Frequency	Percentage
Managerial Level	15	16.67%
Supervisor	15	16.67%
Staff	60	66.67%
Total	90	100.00%

**Use Non-XL SIM Card**

Use non-XL SIM Card	Frequency	Percentage
No	42	46.67%
Yes	48	53.33%
Total	90	100.00%

## Attachment 5. Classification on NPS Improvements

No	Service Quality Suggestion
1	jaringan diperbaiki, sinyal sering ilang
2	kualitas layanan yang lebih baik
3	memperbaiki kecepatan akses untuk Internet (mobile web browsing)
4	Continuitas dan Kualitas Layanan
5	Kualitas jaringan
6	Voice (call drop) dan SMS (undelivered)
7	kualitas layanan
8	commit kepada visi dan promo
9	Coverage and stability of the signal
10	Kualitas layanan. Ampun signal-nya. Kadang menghambat.
11	Kualitas layanan harus lebih baik lagi
12	reliabilitas sinyal dan koneksi internet
13	jaringan dari provider tersebut harus di perbaiki tidak peduli alasan yang menghalangi provider tersebut apa! provider = customer satisfaction
14	Bandwith
15	untuk memperluas jangkauan lebih ke daerah-daerah dan ke luar negeri.
16	Layanan Data / Internet yang berkualitas.
17	kualitas jaringan mengurangi banyaknya sms spam yang tidak penting
18	kekuatan sinyal
19	Sinyal. Sangat penting dalam berkomunikasi. Jeleknya sinyal sangat mengganggu, apalagi di saat URGENT. Perbaiki kualitas sinyal. Karna sya pengguna XL dri 7 tahun yg lalu.

## Attachment 5. Classification on NPS Improvements

20	Jaringan mesti harus ditambah terutama saat ini karena sering delay. Satu-satunya alasan tetap memakai operator ini adalah karena no tlp ini telah lama dimiliki dan diketahui semua kolega. Sejauh ini semakin memburuk tapi tidak pernah mencoba atau berniat complain. Kedepannya mungkin akan terus memiliki 2 operator. Xl tetap sedangkan satunya lagi dicari yg jaringan,service dan harga paling prima&kompetitif
21	sinyalnya kurang kuat, harus diperbaiki lagi kualitasnya biar ga sering2 drop sinyalnya.
22	sinyal sangat tidak menjanjikan
23	jaringan. karena pada daerah dan saat-saat tertentu, jaringannya sering bermasalah
24	Kualitas untuk layanan paket lebih ditingkatkan lagi. karna, memang harus beda dengan tanpa paket, atau reguler.
25	memperluas dan memperbaiki jaringan2 networkingnya, agar dimanapun pelanggan bisa menggunakan layanan dengan baik.
26	Jaringan sinyal yang tidak menentu, kadang jaringan error ga jelas, dan bbm jd pending!
27	Tingkatkan kualitas layanan...
28	Network coverage nya kurang luas
29	masalah jaringan
30	jaaringan
31	kualitas jaringan
32	Capacity over customers utilization
33	perbaiki di koneksi jaringan
34	Kwalitas sinyal karena sering dibeberapa tempat sinyal jelek.
35	jaraingan jelek
36	sering putus2 kalo nelpon
37	sinyal sering hilang
38	perbaiki jaringan
39	jaaringan parah
40	jaaringan harus dperbaiki di daerah padang



## Attachment 5. Classification on NPS Improvements

41	mungkin memperbanyak/memperbaiki jaraingan
42	dbenerin dnk jaraingannya
43	jaraingan parah
44	perbaikan jaraingan
45	kl bisa kualitasnya ditingkat
46	Kualitas internet sering kali sangat lambat di bandingkan menggunakan operator lain.

No	Service Price
1	tarif smsnya jangan terlalu mahal donk....
2	Harga diturunkan
3	tarif yang lebih terjangkau
4	Berikan Harga Lebih Murah
5	Harga paket data harus bisa lebih murah
6	Produk Murah & Berkualitas.
7	hitungan tarif disederhanakan
8	konsistensi harga tarif tu harusnya dijaga, jangan cuma pas awal promosi aja gila-gilaan. tapi udah lama jalan, makin lama malah ngerugiin pelanggan. trus kebijakannya kadang ngerugiin juga, misalnya sms dikasi gratis, tapi pas nelpon mahalnya minta ampun. walaupun itu ke sesama juga. rata-rata provider pada nipu semua.
9	harga paketnya harus lebih murah

No	Offered Package/Service
1	fleksibilitas pemilihan paket
2	Provider memberikan paket yang sesuai dengan keinginan customer
3	kejelasan informasi mengenai syarat dan ketentuan yang berlaku dan mudah dimengerti oleh customer.
4	Memperbanyak Paket layanan Data (Modem + SimCard)

## Attachment 5. Classification on NPS Improvements

5	informasi paket sebaiknya dlm satu sumber sehingga tidak mencari-cari
6	informasi yang jelas mengenai paket-paket yang disediakan dan jangka waktu penggunaannya
7	perbanyak promo internet

No	Customer Service
1	memperluas knowledge dari cust service, agar mampu melayani cust dg cepat dan tepat
2	Informasi dari customer service kurang akurat kadang-kadang
3	Perlu follow up yang cepat dari CS untuk komplain pelanggan

