

CHAPTER 1

INTRODUCTION

1.1. Background

PT X is a company engaged in information and communication technology services and digital telecommunications in Indonesia. As a company with an important role in the telecommunications and information sector, PT X strives to transform to face challenges in the digital era. Therefore, one of PT X's business and operational strategies is customer-oriented to increase efficiency and effectiveness in creating a quality customer experience. In this effort, the company focuses on improving digital services and innovations to compete in an increasingly growing and competitive market.

Although PT X continues to grow along with technological advancements, the company also faces challenges in achieving customer satisfaction levels. One of the main indicators is the Net Promoter Score (NPS) index, which measures customer loyalty and satisfaction. Therefore, if there is a decrease in the NPS score, then it indicates that there are several aspects of the customer journey that need to be improved, especially in terms of customer service, to achieve higher customer satisfaction and strengthen their loyalty to the company.

The problem is related to several stakeholders at PT X, namely the junior manager of customer care, customer care staff including customer service, and PT X's customers based on their complaints. Despite the surveillance efforts, customer complaints continue to emerge indicating deficiencies in the service, especially related to disruption management and complaint handling.

Customer complaints regarding the service termination process and challenges in reporting issues highlight deficiencies within the service system that require attention. Such complaints not only disrupt customer satisfaction but also adversely affect the company's reputation. Consequently, PT X must address this issue and promptly develop an appropriate solution to increase the NPS and ensure that customers experience greater satisfaction with the services offered.

1.2. Problem Exploration

This section explains about the problems that occur at PT X which has an impact on reducing customer satisfaction. This research involves four stakeholders,

namely the junior manager of the customer care division, customer care officer, customer service, and PT X customers. Each stakeholder has different involvement and views on existing problems, but are interrelated in the context of customer service.

The method of data collection utilized in this study involved conducting internal interviews with individuals who play a direct role in customer service, specifically junior customer care managers, customer care officers, and customer service personnel. The purpose of these interviews is to gain insights into the work processes and the challenges encountered. Furthermore, customer complaints were also gathered to obtain a direct perspective on their experiences with the services rendered. To supplement this data, complaints from customers collected through surveys conducted by the company were included as an additional source of information. Additionally, data was sourced from the company's internal resources, including Net Promoter Score (NPS) data categorized by region and customer complaint data. All of this information is analyzed to deliver a comprehensive solution regarding service quality and identify areas requiring improvement.

The selection of stakeholders in this study is based on the mapping of customer service business processes at PT X, especially related to report handling. In the business flow of processes at PT X, the involvement of several parties has a role in handling customer complaints. First, customers are chosen as stakeholders because they are parties who directly experience service problems and are the main source of incoming complaints, so their experience is important to explore. Second, customer service (CS) was chosen because it serves as a frontline team in receiving reports from customers and providing initial information related to the service process.

Furthermore, the customer care officer (CC Officer) is chosen because he has a role in further processing reports from CS, including escalation to the relevant division if necessary. CC officers also serve as a liaison between CS and technical units involved in solving customer problems. Finally, CC junior managers are chosen because they have the responsibility to monitor and evaluate overall customer service performance, including analyzing satisfaction measurement results such as NPS and VoC (Voice of Customer), as well as determining policies or improvements needed to improve service quality. Thus, the selection of

stakeholders is carried out in accordance with their roles and involvement in business processes that are directly related to the problems being researched. Figure 1.1 illustrates the business process mapping related to customer complaints, especially in the customer care division.



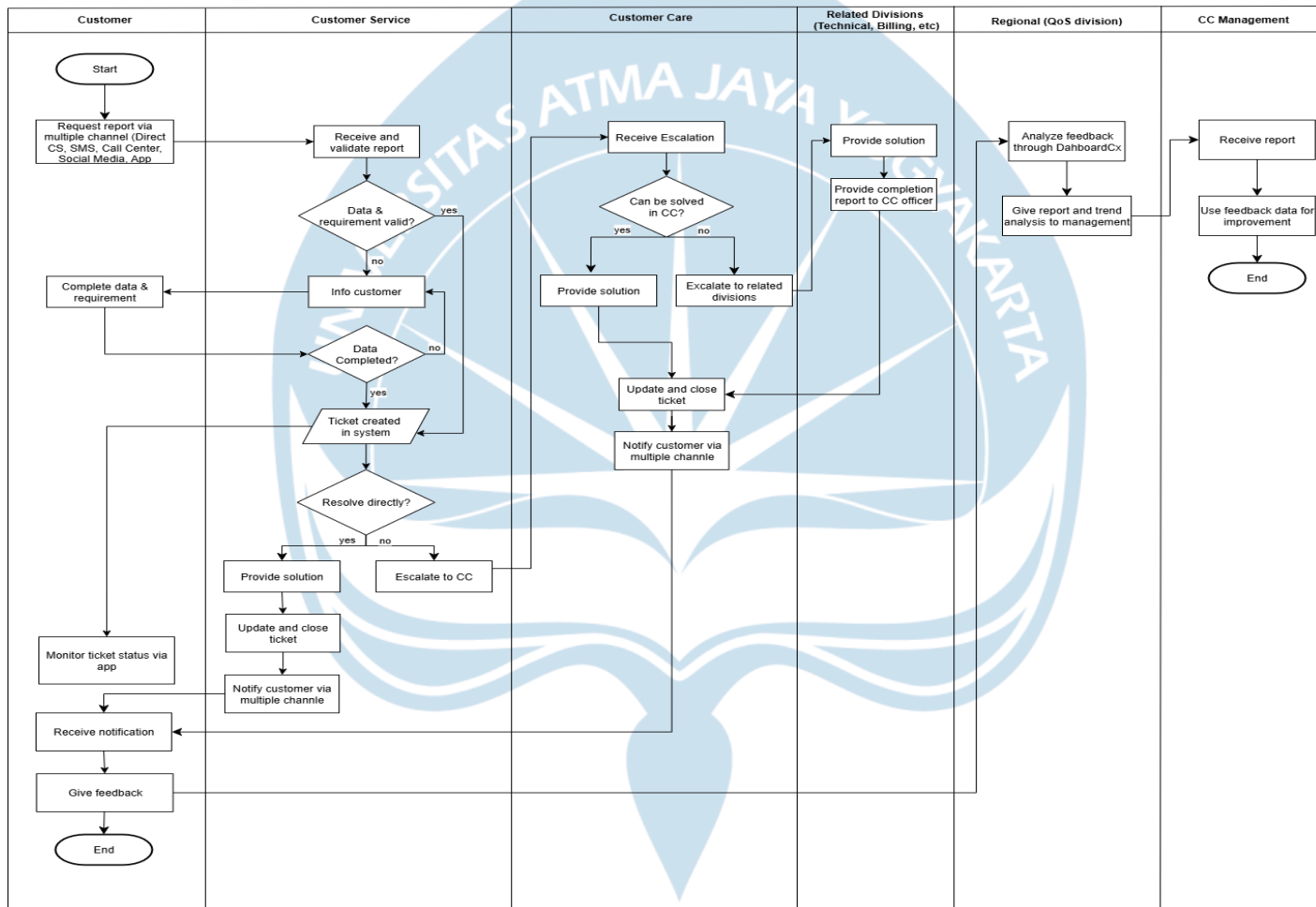


Figure 1.1 Business Process Mapping

The junior manager of the customer care division has primary responsibility for improving service quality and monitoring customer satisfaction indicators such as NPS based on interviews, it is known that there is a decrease in the NPS score which indicates customer dissatisfaction with the services received. This problem initially occurred in Region 4 (TR-4) of the Purwokerto area. The following is the monthly NPS report for the TR-4 area, especially in the Purwokerto area.

AREA	JAN	FEB	Mar	APR	MAY	Rank	G.MoM	Gap_MoM
TR - 1	36,8	39,9	34,0	33,8	37,6	3	11%	3,8
TR - 2	43,6	46,1	38,0	32,6	27,3	7	-16%	-5,3
TR - 3	47,4	46,9	42,3	41,2	37,5	4	-9%	-3,7
TR - 4	48,4	49,6	42,5	38,1	33,5	5	-12%	-4,6
TR - 5	45,4	45,9	43,2	41,0	40,2	2	-2%	-0,8
TR - 6	46,3	49,4	43,1	42,1	27,7	6	-34%	-14,4
TR - 7	49,2	47,5	44,0	42,7	42,4	1	-1%	-0,4
NAS	45,0	46,2	40,7	38,6	35,8		-7%	-2,8

NPS per WITEL - REGIONAL 4								
AREA	JAN	FEB	Mar	APR	MAY	Rank	G.MoM	Gap_MoM
KUDUS	50,4	54,2	43,2	36,4	24	6	-34%	-12,3
MAGELANG	44,9	48,9	39,0	44,3	38	4	-14%	-6,2
PEKALONGAN	43,2	45,2	36,3	32,5	40	3	24%	7,9
PURWOKERTO	40,3	41,9	42,3	34,4	27	5	-21%	-7,3
SEMARANG	53,0	53,0	43,9	41,9	44	2	4%	1,7
SOLO	50,9	48,5	44,3	37,8	21	7	-44%	-16,5
YOGYAKARTA	53,2	53,2	45,8	38,6	45	1	17%	6,7
Regional 4	48,4	49,6	42,5	38,1	34		-12%	-4,6

Figure 1.2 NPS Monthly Report

According to Figure 1.2, it is evident that the NPS in the TR-4 region experienced a decline during the first semester, resulting in a decrease in the Growth Month-over-Month (G. MoM) that did not achieve the company's target. Below is the calculation for the TR-4 Area.

$$G.MoM = \frac{\text{Latest month value} - \text{Previous Month value}}{\text{Previous month value}} \times 100\% \quad (1.1.)$$

$$G.MoM = \frac{33,5 - 38,1}{38,1} \times 100\%$$

$$G.MoM = -12\%$$

On the other hand, the customer care officer who is in charge of handling customer complaints, especially in the get support and terminate process also have

responsibility for ensuring that service performance runs well, including in terms of resolving complaints. Customer service, serving as the frontline team that engages with customers, plays a crucial role in the service process. They are typically the first point of contact for customer complaints. Many similar questions are frequently directed to customer service, necessitating responses to these repetitive inquiries. If complaints are not addressed promptly, it can negatively impact customers' perception of the quality of services offered by the company. From the customer side, various complaints were found that led to the reporting process that was considered difficult to do, bills that continued even though the service was not used, and difficulties in contacting the call center. The customer stated that the reporting system was unresponsive, making customers feel dissatisfied with the services provided.

PT X ensures customer voice by using the concept of customer journey, which includes all stages experienced by customers starting from exploring the product, and then ordering services to terminating. The stages of this customer journey consist of exploring, buying, activating, using, paying, getting support, and finally terminating. In the explore stage, the customer searches for information about the product, followed by the buying stage where the customer buys the product. Next is the activate stage, which is the activation of the purchased product, and then the use stage, which is the use of the product by the customer. If customers need help, they will go through the get support stage. Finally, at the termination stage, the customer decides to stop using the service they subscribed to. Therefore, the customer care division also needs to ensure that customers provide positive sentiment at every stage of their journey so that the customer experience remains satisfying from the start to finish.



Figure 1.3 Customer Journey

Customer journey is one of the methods applied by companies to identify every problem faced by their customers. NPS is a measurement tool used to find out how likely customers are to recommend a service or product. It is influenced by their sentiment at each stage of the customer experience. Based on the interview with the stakeholder, it can be known that PT X collects NPS data through applications,

SMS, and various channels such as customers who come directly to customer service, social media such as WhatsApp and SMS through surveys links that are distributed, outbound calls at the call centers where customers are contacted by call center officers, and sales agents who conduct field visits for offers or customer satisfaction surveys. Thus, the customer care division has a very important role in increasing and improving the NPS score.

Voice of Customer (VoC) collection begins with identifying the main stages in the customer journey, such as the initial process of installing services, using daily services, handling interruptions, and terminating services. After that, a customer satisfaction survey is conducted to capture their perceptions and experiences at each stage. One of the tasks of the customer care division is to systematically analyze customer feedback and complaints to identify problem patterns, critical points, and unmet needs. This process ensures that the customer's voice is the foundation of service improvement initiatives. The evaluation of NPS begins with the collection of data from customer responses to standard questions about the likelihood that they would recommend a service to others. By understanding the root causes of detractors' complaints as well as the factors that make customers become promoters, companies can develop a targeted follow up plan. The customer care division plays an important role in the implementation of these improvements.

1.3. Problem Statement

The problem faced by PT X is there are recurring customer complaints in the get support and terminate journeys, particularly those related to division of customer care.

1.4. Objective

This research aims to reduce at least 10% of customer complaints pertaining to the customer care division on the journey of getting support and terminating in the next period, defined as the next one month after the implementation of the proposed solution.

1.5. Limitation

Some limitations of this thesis are as follows.

- a. This study only covers and analyzes data in Area R-4, especially in the Purwokerto sub-area
- b. This research is focused on reducing the number of customer complaints related to PT X's customer care division, especially in the journey get support and terminate.
- c. This research will not change the company's core technology.
- d. This study will not address broader issues related to other divisions within the company.
- e. There are limitations in accessing NPS data as it is managed by the regional level.

