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ISSN 2302-786X After Sales Service Analysis At PT Daya Kobelco CMI Banjarmasin Sari Hepy Maharani<sup>1</sup> and Fitriani<sup>2</sup> 1,2 Politeknik Negeri Banjarmasin Abstrak After-sales services have proven to be of importance, and a strategic after-sales framework is necessary. Three major activities that play a crucial role within the after-sales services in the manufacturing industry are field technical assistance, spare parts distribution and customer care. However, intensive studies regarding after-sales in a specific industry are lacking.

This research focused on the Kobelco heavy equipment machinery industry organization, the purpose of this study is to investigate the major activities of after-sales service focusing on customer relationship among three classified sizes of after-sales service providers. A qualitative research has been carried out in the form of semi-structured interviews. The study reveals that PT.

Daya Kobelco CMI Banjarmasin still needs much improvement role in the spare part management and scheduling of the mechanic. Keywords: After-sales service, Field technical assistance, Spare parts distribution, Customer care, Heavy equipment 1.

INTRODUCTION Heavy equipment trend from 2011 to 2015 once again experienced a lot of shocks.

The cause of the declining demand for heavy equipment was linked to global commodity price decline, associated with the global financial crisis, especially the one experienced by the United States and Europe global financial. This condition had then sapped demand for heavy equipment. The condition of coal mining business which did not get any better had forced mining companies to undergo efficiency by stopping equipment investments temporarily.

One of the companies selling heavy equipment in Indonesia is PT. Kobelco Construction Machinery Indonesia Power. Established on 7 November 2000, the company is not only engaged in distributing Kobelco brand products, but also providing after-sales services for its customers in Indonesian market zone. To deal with the decline in unit sales of heavy equipment, PT.

DKCMI Banjarmasin is doing two marketing strategies as follows: first, a strategy to move the target-market sales to the construction sector and oil palm plantations. This strategy is due to the heavily use of heavy equipment for palm plantation land clearing. As for construction sector, heavy equipment is mostly used for infrastructures built by government taking place in many areas including South Kalimantan.

Second, after-sales service strategy to increase aftermarket services carried out by Kobelco by providing heavy equipment service, both periodic and incidental services, as well as sales of spare parts. After-sales service is one of the important factors considered by customers when buying heavy equipment machine in addition to reliability, service life, performance and resale value.

The company's management requires anticipation and better, measured, and planned preparedness, measured and planned in facing the tight competition among different brands of heavy equipment. The level of satisfaction in the post-sale services will affect the sales of heavy equipment. Knowing the proper level of customer satisfaction [Proceeding of Annual South East Asian International Seminar \(ASAIS\) 2016](#) 87 ISSN 2302-786X in after-sales service will be beneficial for the company in evaluating [the quality of the](#) service provided and in finding which parts are in need of improvement or repair, so the possibility of the customers shifting to other heavy equipment companies for service can be reduced. Saccaniet al.

(2007) defines after-sales in business industry -to-business manufacture as "a series of activities aimed to support customers after purchasing product in using and disposing the item". This definition is taken from some definitions formulated by Cohendan Lee (1990), Ehinlanwo and Zairi (1996), Loomba (1996), Asugman et al.

(1997), Boyt and Harvey (1997), Patelli et al (2004), Cavalieri et al (2007) and Johansson and Olhager (2004). Saccani et al (2007), says there are three main activities essential for a successful after-sales service, which include: (1) Field Technical Assistance. Field Technical Assistance is the assistance provided from the seller to the buyer where the buyer can receive installation, work warranty and out-of-warranty repair, disposal of the product and check-ups (Sacccani, et al., 2007).

Business customers expect a high -level availability from the seller's side, because technical problems could cause serious problems for the customer (Russell, 2008). (2) Spare Parts Distribution . Parts distribution is closely related to inventory management, customer order management, and delivery of spare parts (Saccani, et al., 2007).

Important to note is that spare parts are not intermediate or final products to be sold directly to customers (Kennedy et al., 2002). Distribution of spare parts provide s important functions for customers who use the products (Gopalakrishnan & Banerji, 2004). Providers usually try to achieve a certain turnover ratio and at the same time try to meet the various demand of many customers and fulfill demand of spare parts in big number .

Management must decide on the kind of level they want to distribute their spare parts, warehouse control, supplier, regional warehouses, warehouse field, retail outlets and dealers. It is said that the price of spare parts is one of the most complex problems for industrial goods. The main objective of spare part distribution is to ensure proper availability of the right spare parts at the right time as needed by the buyers at the same time have the lowest investment costs possibility from seller's side.

Another aim is also to reach the maximum level of satisfaction; which can be achieved through stable and steady the distribution of spare parts (ibid). As for the additional objective of keeping the availability of spare part is to give immediate repair for the customer's equipment (Hopp et al., 1999). Furthermore, keeping spare parts inventory is conducted as a form of protection to the equipment to extend the use span of the product (Kennedy et al., 2002).

Customer Care / Customer Service (3) Customer care or customer service is an activity that provides services and technical and commercial information, which usually is the form of guarantee extension and customer complaint management (Saccani, et al., 2007). Recognizing the importance of after - sales service in heavy equipment industry, the purpose of this study was (1) to determine the condition of 88 Proceeding of Annual South East Asian International Seminar (ASAIS) 2016 ISSN 2302-786X after- sales service at PT. Daya Kobelco CMI Banjarmasin branch (PT.

DKCMI) (2) to identify after - sales service factors which needs to be improved at PT. Daya Kobelco CMI Ba njarmasin branch (PT. DCMI). 2. METHODOLOGY This research use descriptive research type with qualitative methods. This research was conducted in work area of PT. DKCMI Banjarmasin Branch. The reason for choosing Banjarmasin branch as a test site is because PT.

DKCMI Banjarmasin Branch has considerable customer s spread in South Kalimantan and partly in Central Kalimantan . Unit analysis in this study is the company and its employees, especially in after - sales service department and spare parts produced by PT. Kobelco Daya CMI Banjarmasin Branch (PT. DKCMI). In this study, writers focused on the strategy of after - sales service with a case study on PT.

Kobleco Daya CMI Banjarmasin Branch (PT DKCMI) with field technical assistance, spare parts distribution, and customer care as the focus of the study. Data was obtained through observations and interviews with employees PT. Daya Kobelco CMI Banjarmasin Branch, while secondary data was obtained from the company, such as employee data and others. 3.

RESULTS AND DISCUSSION After -sales Service at PT. Daya Kobelco CMI Banjarmasin Branch 3.1 Customer Service / Customer Care 3.1.1 Provision of information Information about PT. Daya Kobelco CMI is available in web forms and brochures. Information in the form of a web is more complete. The information in the form of brochures is less complete, but because it is placed at the customer service desk, it allows prospective customers to inquire further or more detailed information about heavy equipment product available. 3.1.2 Handling complaints Complaints handling management at PT.

Daya Kobelco CMI Banjarmasin Branch is already quite good, because the company has special software to handle this. Every complaint reported by consumers will be directly recorded in the software and given solutions. For instance complaints relating to damage to the machine, the software will immediately note the report, type of damage, and the scheduled date of the repair and the repair technician.

So also with the purchase of spare parts, each order will be immediately recorded and checked for availability and the expected arrival of spare parts at the destination. 3.2 Field Technical Assistance 3.2.1 Check up Company provides guarantees in the form of a free service for 4 times, namely when it reaches 50 hm, 500 hm, 1000 hm and 2000 hm .

For further Kobelco suggests the need for check up twice a year to extend the life of the product 3.2.2 During and after warranty assistance No field technical assistance is given by company specifically to the customer after expiration of the warranty. However, Kobelco suggests to the company /buyer to do a routine check-up twice a year.

Check-up after the expiration of the warranty is usually done when the machine needs repairs . At certain Proceeding of Annual South East Asian International Seminar (ASAIS) 2016 89 ISSN 2302-786X moments the company can also do preventive maintenance

(this is usually done on new products, in addition to work on the campaign , preventive maintenance is also useful to control the quality of new products). 3.2.3

Product disposal The age of products is highly dependent on the machine age; the average age of the machine is up to 10 years. The new machine has a product life which is shorter than the old machine. This is due to the advancement of technology which has grown by leaps and bounds. However, the new machine is more environmentally friendly than the old machine. There is no formal procedure for damaged heavy equipment.

Kobelco usually will buy an old machine that is still functioning. Kobelco will fix it and then sell it. Kobelco will not buy the heavy equipment which is not functioning. 3.3

Spare parts distribution 3.3.1 Inventory Management The main warehouse for Kobelco spare parts is in Cibitung. Meanwhile, in South Kalimantan, Kobelco has one warehouse in Banjarmasin and two service stations, one in Tanjung and the other one in Batu Licin.

This is done considering the number of coal mine sites in Tanjung and Batu Licin. Service stations will help make it easier to serve the needs of spare parts especially those belonging to the category of fast moving (spare parts that are most needed). As for rare spare parts, they are only available in the warehouse in Banjarmasin.

Kobelco Banjarmasin also has one part analysts in charge of planning needs of spare parts in the warehouse in Banjarmasin. 3.3.2 Delivery of spare parts The delivery time of spare parts is influenced by the type of spare parts required. Spare parts that are in the category of fast moving (often required) is always available, either in Banjarmasin warehouse or in service station.

Rare spare parts are not always available at the service station, they are usually available in warehouse in Banjarmasin. The unavailability of the spare parts is usually due to the rareness of the spare parts which are sometimes out of estimation. In these conditions , the customer has to wait for up to one week. 3.3.3

Customer Relationship Marketing For the heavy equipment industry, after- sales service and maintaining good relationships with customers are essential for sales. Here are some of the activities carried out by PT. Kobelco power CMI Branch Banjarmasin in relation to Customer Relationship Marketing: (1) Training • User Training Goal : heavy equipment operator of companies using Kobelco products. This training is done twice a year. • Mechanic Training Goal : Mechanics This training is done four times a year.

The purpose of this training is to train mechanics of the companies using Kobelco

products so that they can give first treatment when the machine gets damaged. 90  
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2302-786X (2) Customer Gathering Goal: customer (the company owner) Meals on  
customer gathering event become an important moment for the company to get closer  
to its customers.

The owner of the company as purchase decision makers is an important focus of  
Kobelco. 3.3.4 After- sales Service SWOT Analysis of PT. Daya Kobelco CMI Banjarmasin  
Descriptive analysis in this study shows after- sales service activities conducted by PT  
Daya Kobelco Construction Machinery Indonesia (DKCMI). Based on interviews and  
observations, writers conducted a SWOT analysis of the conditions of after- sales service  
in PT. Daya Kobelco CMI. Tabel 1.

After- sales Service SWOT Analysis of PT. Daya Kobelco CMI Banjarmasin Strength -  
Provide user training to customers (operators) - All Kobelco technicians, both junior and  
senior technicians, are able to install correctly.

This indicates that Kobelco has good installation SOP - Kobelco has friendly Customer  
Service so that they can make friends with customers - The procedures for ordering  
parts are easy - Part Sales Engineer is easy to approach and easy to provide information,  
such as the availability / supply of spare parts etc. Weakness - Not being able to  
provide rare spare parts fast - The cost of after - sales service is not in line with the  
quality - Supply of spare parts is incomplete (only fast - moving spare parts are  
available) - Unorganized scheduling of mechanics, resulting in long wait for the heavy  
equipment to be repaired - Although Kobelco prioritizes customers who first made  
contact, in fact, a large customer or angry customer could be a top priority.

This can lead to chaos in giving supply information and delays in giving after -sales  
service for other customers who are already registered in the Log Book Opportunity -  
Like other Japanese - made products reputation, Kobelco is renowned for its high  
quality machine at a more affordable price than its competitors, heavy equipment made  
in Europe - Kobelco Heavy Equipment has a number Proceeding of Annual South East  
Asian International Seminar (ASAIS) 2016 91 ISSN 2302-786X of competitiveness : •  
Lighter than other heavy equipment that can create its own market, namely heavy  
equipment for wetlands, harbor and construction works • Can do more work than the  
other heavy equipment (multi - tasking) • Use sophisticated technology in its heavy  
equipment • More fuel efficient and environmentally friendly • Use a good hydraulic  
system so that the equipment is not easily damaged when in contact with water Threat -  
Coal business is not promising anymore - The number of competitors in heavy  
equipment - Economy crisis 4.

CONCLUSION From the after - sales SWOT analysis table above, it can be concluded that there are three major problems faced by Kobelco, those are the supply of spare parts, scheduling of mechanics and high price of spare parts . Writers suggest for the company to improve its inventory analysis and scheduling of mechanics as well as reconsider the price of the spare parts to maintain the continuity of sales in the future. 5. BIBLIOGRAPHY [1] Bailey C. A. (2007) "A guide to Qualitative Field Research" 2nd ed., Pine Forge Press, Thousand Oaks.

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