

The result of survey shows based on the following QFD table; it can be concluded that the overall document billing delivery system is performing well. This is indicated by the high importance ratings and technical importance scores for all customer requirements. However, there are some areas that could be improved to enhance customer satisfaction:

- Accuracy of billing documents with transaction data: This customer requirement has a high importance rating, but its competitiveness level is still below 100%. This might still be a possibility of billing documents not aligning with transaction data.
- Clarity of billing document content: This customer requirement also has a high importance rating, but its competitiveness level is still below 100%. This implies that there might be unclear content in the billing documents for customers.

These areas have high importance ratings, but their competitiveness levels are still below 100%. This indicates that the system's performance in these areas needs improvement to better satisfy customers.

Here are some opinions to make customers satisfaction in these areas:

- Accuracy of billing documents with transaction data: The system could be equipped with data validation features to ensure that billing documents match transaction data.
- Clarity of billing document content: The system could be equipped with content checking features to ensure that billing document content is clear for customers.

This can also be presented in the graph (Figure below, showing an overall positive relationship between Importance Rating and Competitiveness of the Company. However, it's important to note that there are some customer requirements with high Importance Ratings but low Competitiveness levels. These areas need improvement to better satisfy customers.

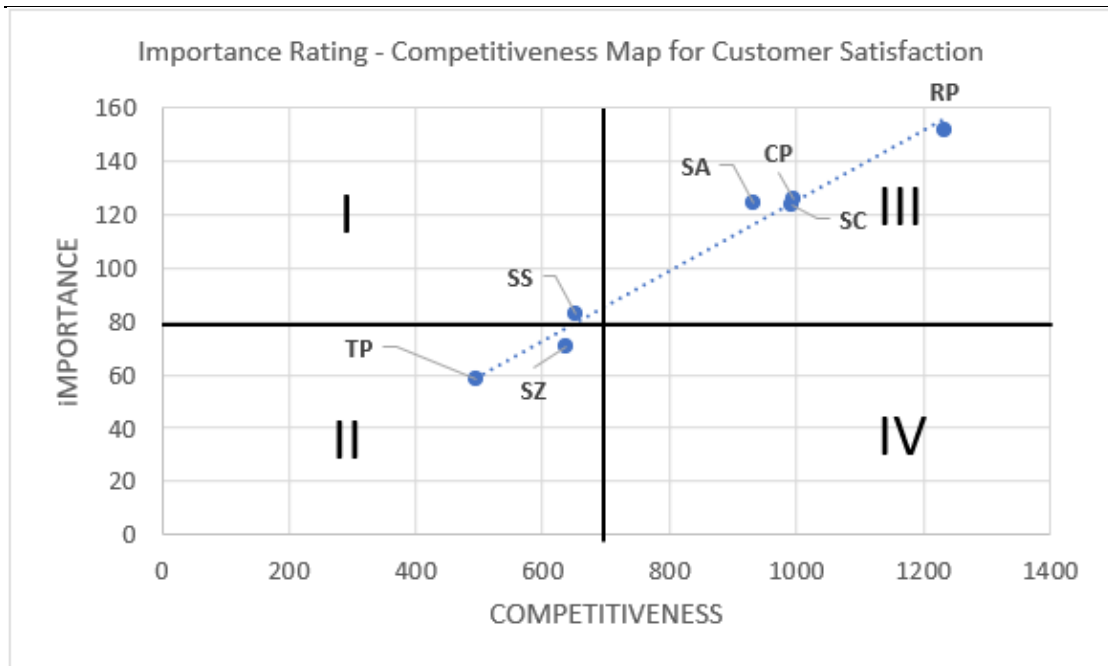


Figure 4.4 Importance Rating – Competitiveness Map for Delivery Leadtime Voice of Customer

By improving customer satisfaction in these areas, the system will become better and more satisfying for customers.

It's also compared graphically against the Character Technique Quantitative Benchmarking values, from which we can conclude that with this new Design Process, there's an improvement in the Customer Satisfaction Index and an increase in Cash-In due to the reduction in Collection Period (in Days) from customers to vendors.

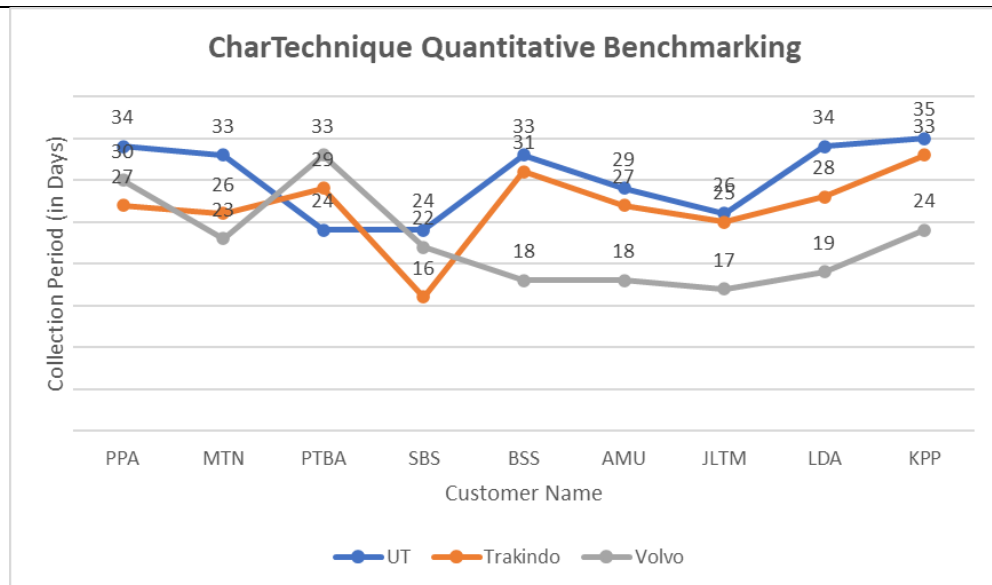


Figure 4.5 Character Technique Quantitative Benchmarking UT- Comp T- Comp V

In the analysis of the Character Technique Quantitative Benchmarking for UT Site Tanjung Enim, Competitor T, and Competitor V, after conducting a survey again with the 10 customers, diverse results were obtained. The highest result was from Customer KPP, where all three vendors received positive evaluations. However, UT Site Tanjung Enim received a less favorable survey result compared to Comp T and Comp V for customer PT.A. There are distinct factors with PT.A that differ from other customers. For instance, there's a less intense Accounts Receivable reconciliation process between UT Site Tanjung Enim and PT.A, highlighting the need to improve processes in this area. Improving in these aspects could enhance the Voice of the Customer (VoC) for points 8 and 10 in the future. Nevertheless, overall, for the other 9 customers, UT Site Tanjung Enim holds the top score compared to Comp T and Comp V.

CHAPTER 5 – CONCLUSIONS AND RECCOMENDATIONS.

5.1 Conclusions

Based on the findings from the research conducted at PT. UT Tanjung Enim, the following conclusions can be drawn:

In this research, it was found that improving services to customers, especially internally within the company, can increase the Collection Period for UT. The faster documents are received by the customer, the faster the customer will make payments, thus improving the transactional activities of product support from UT to the customer. Additionally, this can also enhance customer trust in UT.

In summary, the analysis reveals areas for improvement in service delivery, operational efficiency, and customer-specific processes. UT has made strides in addressing concerns, but ongoing initiatives and targeted improvements are necessary to consistently meet and exceed customer expectations.

5.2 Recommendation and Further Research

For future advancements based on the research outcomes at PT. UT Tanjung Enim, it's recommended to pursue strategies that enable consistent performance surpassing targets and ensuring sustainability:

1. To give some improvement for Monitoring Real-time for Internal Process like Process from Crew Warehouse for Outstanding Delivery to customer until create “Tanda Terima/ Received Report”. So, all crew team and staff will know where the Bottlenecks come from. And, for Internal Process from ADM Parts for creating document starts in “Tanda Terima/ Received Report” to Create Resi Document.
2. Conduct a comprehensive study focused on enhancing employee competencies and behaviors to foster a stronger sense of responsibility and accountability, aiming to proactively mitigate human errors on a continuous basis.
3. An integrated solution to address both aspects of continual monitoring and evaluation could involve establishing a unified feedback system that incorporates the Invoice Production Monitoring Program and the Voice of Customer (VoC) assessments.

GLOSSARY

OTIF = On Time In Full

QFD = Quality Function Deployment

HoQ = House of Quality

CP = Collection Period

UT = United Tractors

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