

INCREASING CUSTOMER RETENTION AT AFTER SALES SERVICE OF AUTO2000 SETIABUDI BANDUNG

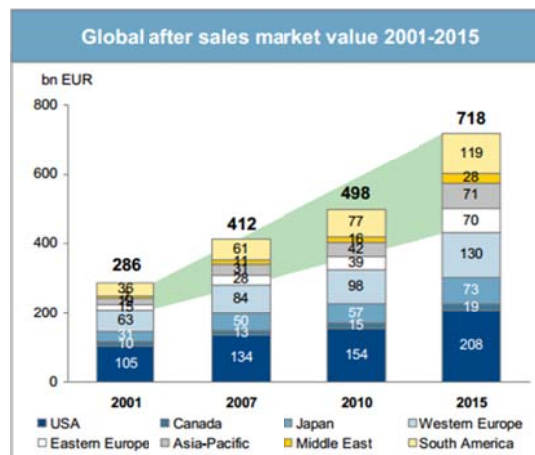
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Abstract--Auto2000 is the biggest authorized dealer that handles the sustainability of Toyota cars in Indonesia. Auto2000 providing the network of sales, and after sales. On March 2012, Auto2000 opened a new branch located on Jl. Dr. Setiabudi, Bandung. Since its opening, the after sales service from this branch, never achieve its monthly customer unit entry target. The purpose of this study is to increase customer retention at after sales service of Auto2000 Setiabudi. The understanding about the theory of marketing strategy, 7ps of marketing mix, service quality, customer satisfaction, and customer loyalty used to solve the occurring problem. The methodology contains of research framework and determining sampling method. Slovin Theory is used in determining the number of samples. Both qualitative and quantitative analysis used in processing the data result on data analysis part. The result from service quality's factor analysis has a significant effect towards customer satisfaction and customer satisfaction also has a significant effect toward customer loyalty. The conclusion of this research is that After Sales Division of Auto2000 Setiabudi needs to improve some aspects from its service quality, customer satisfaction, and customer loyalty in accordance to optimizing its unit entry target.

Keywords : Auto2000, Marketing Strategy, Customer Intention, Service Quality, After Sales

Introduction

In the field of car sales, every car manufacturer competes competitively with others to sell their products in the market. Every strategy is implemented to gain the number of customer. One of the strategies is by providing a well after sales service. In automotive industry, the main function of after sales service division is to handle vehicle repair and maintenance. After sales service has an important role in increasing customer satisfaction and customer retention. It can generate loyal customers. The after sales business is profitable and highly competitive. (Arthur D. Little, 2008).



Toyota as a global automotive manufacturer also has its sales and after sales network across the world. In Indonesia there is one company that represent the network of Toyota's sales and after sales service, which is Auto2000. On March 2012, Auto2000 opened a new branch in Bandung which located on Jl. Dr. Setiabudi No.68. This branch provides 3S (sales, service, spare parts) service. So this branch has a facility of car sales, car maintenance, and providing spare parts. Based on the pre-research that has been done by the researcher, the problem which occurred at Auto2000 Setiabudi is the unit entry from service division. Since its operating on April 2012, this branch never reaches the target. The monthly target of service division is 675 units, while the achievement is only around 70-80%. Based on explanation above, the author wanted to know about the factors that affect customer's loyalty in order to optimizing after sales service's unit entry of Auto2000 Setiabudi. To solve occurring problem at Auto2000 Setiabudi, the research would be reviewed from Auto2000 Setiabudi's marketing strategy and service quality, customer satisfaction and customer loyalty in order to increasing customer retention at after sales service of Auto2000 Setiabudi Bandung.

Literature Review

Marketing Strategy

Many people think that marketing is only the activity such as selling and advertising. Actually, selling and advertising are only a small part of marketing. According to Armstrong and Kotler (2009), marketing is the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offering that have value for customers, clients, partners, and society at-large.

According to Cravens and Piercy (2012), marketing strategy is an ongoing process of making decisions, implementing them and tracking their effectiveness over time. Marketing strategy consists of the analysis, strategy development, and implementation of activities in developing a vision about the market of interest to the organization, selecting target market strategies, setting objectives, and developing, implementing, and managing the marketing program positioning strategies designed to meet the value requirements of the customers in each target market.

Providing superior customer value requires the organization to do a better job of anticipating and reacting to customer needs than the competition does. This is the essence of a good marketing strategy (Hawkins et al., 2007).

Marketing Mix

According to Armstrong and Kotler (2009), marketing mix is the set of controllable tactical marketing tools that the firm blends to produce the response it wants in the target market. The marketing mix consist of everything the firm can do to influence the demand for its product. In any marketing text or marketing plan, the traditional marketing mix is composed from four Ps such as product, price, place, and promotion. But, there are several expanded mix for services. In addition to the traditional four Ps, the service marketing mix includes people, phisycal evidence, and process (Zeithaml et al. , 2009).

Product means the goods-and-services combination the company offers to the target market (Armstrong & Kotler, 2009). Product consists of physical good, quality level, accessories, warranties, product lines, and branding. In service marketing, there are some characteristics of its product. The first one is intangible. It means that services cannot be seen, felt, tasted, or touched in the same manner such sensing tangible goods, because services are performances or actions than objects.

Price is the amount of money customers must pay to obtain the product (Armstrong & Kotler, 2009). Price setting must consider the kind of competition in the target market and the cost of the whole marketing mix. Sound pricing decisions are crucial to a successful business and should consider at both long-term strategic and short-term tactical levels. The key strategy decisions for price are flexibility, price level, terms, differentiation, discounts, and allowances.

Place is concerned with all the decisions involved in getting the "right" product to the target market's place. A product isn't much good to customer if it is not available when and where it is wanted (Perreault et al., 2008). According to Armstrong and Kotler (2009), place includes company activities that make the product available to target consumers. A company can adopt multiple channels to get its product to the customers. (Kotler P., Armstrong, Saunders, & Wong, 2002) These channels can be direct and indirect. Choice of channel has strong effect on sales (Keller K. L., 1998).

Promotion is concerned with telling the target market or others in the channel of distribution about the "right" product. Sometimes promotion is focused on acquiring new customers, and sometimes it is focused on retaining current customers. Promotion includes personal selling, mass selling, and sales promotion.

On service marketing mix people means all human actors who play a part in service delivery and thus influence the buyer's perceptions such as the firm's personnel, the customer, and other customers in the service environment. All the human actors participating in the delivery of a service provide cues to the customer regarding the nature of the service itself. There are some factors which affecting customer's perceptions toward services, such as their attitudes and behaviors, how these people are dressed, and their personal appearance. In many service situations, customers themselves can also influence service delivery, thus affecting service quality and their own satisfaction. Customers not only influence their own service outcomes, but they can influence other customers as well (Zeithaml et al., 2009).

In service, physical evidence means the environment in which the service is delivered and where the firm and customer interact, and any tangible components that facilitate performance or communication of the service. The physical evidence of service includes all the tangible representations of the service such as brochures, letterhead, business cards, reports, signage, and equipment. In some cases it includes the physical facility where the service is offered or in other word is called servicescape. Physical evidence cues provide excellence opportunities for the firm to send consistent and strong messages regarding the organization's purpose, the intended market segments, and the nature of the service. (Zeithaml et al., 2009)

Process is the actual procedure, mechanisms, and flow of activities by which the service is delivered. The actual delivery steps that the customer experiences, or the operational flow of the service, also give customers evidence on which to judge the service. Some services are very complex, requiring the customer to follow a complicated and extensive series of actions to complete the process. Highly bureaucratized services frequently follow this pattern, and the logic of the steps involved often escapes the customer. Another distinguishing characteristic of the process that can provide evidence to the customer is whether the service follows a standardized approach or whether the process is empowered/customized one. None of these characteristics of the service is inherently better or worse than another. Rather, the point is that these process characteristics are another form of evidence used by the consumer to judge service. (Zeithaml et al., 2009)

Service Quality

Service quality may also very critical in determining customer satisfaction. customers do not perceive quality in a unidimensional way but rather judge quality based on multiple factors relevant to the context. The dimensions of service quality have been identified through the pioneering research of Parsu Parasuraman, Valarie Zeithaml, and Leonard Berry. Their research identified five specific dimensions of service quality that apply across a variety of service contexts (Zeithaml et al., 2009). Those five dimensions are reliability, responsiveness, assurance, empathy, and tangibles.

Reliability is defined as the ability to perform the promised service dependably and accurately. In its broadest sense, reliability means that the company delivers on its promises. Customers want to do business with companies that keep their promises, particularly their promises about the service

outcomes and core service attributes. All firms need to be aware of customer expectation of reliability. Firms that do not provide the core service that customers think they are buying fail their customers in the most direct way. (Zeithaml et al., 2009).

Responsiveness is the willingness to help customers and to provide prompt service. This dimension emphasizes attentiveness and promptness in dealing with customer requests, questions, complaints, and problems. Responsiveness is communicated to customers by the length of time they have to wait for assistance, answers to questions, or attention to problems. (Zeithaml et al., 2009).

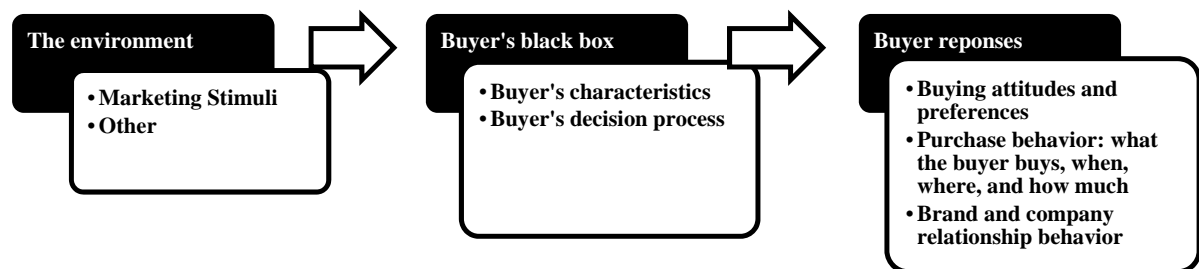
Assurance is defined as employees' knowledge and courtesy and the ability of the firm and its employees to inspire customer trust and confidence. This dimension is likely to be particularly important for services that customers perceive as high risk or for services of which they feel uncertain about their ability to evaluate outcomes. (Zeithaml et al., 2009).

Empathy is defined as the caring, individualized attention that the firm provides its customers. The essence of empathy is conveying, through personalized or customized service, that customers are unique and special and that their needs are understood. Customers want to feel understood by and important to firms that provide service to them. (Zeithaml et al., 2009).

Tangibles are defined as the appearance of physical facilities, equipment, personnel, and communication materials. Tangibles provide physical representations or images of the service that customers, particularly new customers, will use to evaluate quality. Service industries that emphasize tangibles in their strategies include services in which the customer visits the establishment to receive the service, such as restaurants and hotels, retail stores, and entertainment companies. (Zeithaml et al., 2009).

Consumer Behavior Model

Consumers make many buying decision every day, and the buying decision is the focal point of the marketer's effort. Often, consumers themselves don't know exactly what influences their purchases. One marketing expert says that human mind doesn't work in a linear way. The idea that the mind is a computer with storage compartments where brands or logos or recognizable packages are stored in clearly marked folders that can be accessed by cleverly written ads or commercials simply doesn't exist. Instead, the mind is a whirling, swirling, jumbled mass of neurons bouncing around, colliding and continuously creating new concepts and thoughts and relationship inside every single person's brain all over the world.



Model of Buyer Behavior

Figure above describe about the stimulus-response model of buyer behavior. The figure shows that marketing and other stimuli enter the consumer's "black box" and produce certain response. Marketing stimuli consist of marketing mix, and other stimuli include major forces and events in the

buyer's environment such as economic, technological, political, and cultural. All these inputs enter the buyer's black box, where they are turned into a set of buyer responses which are the buyer's brand and company relationship behavior and what he or she buys, when, where, and how often.

On buyer's black box can measure the whats, wheres, and whens of consumer buying behavior. But it is very difficult to see inside the consumer's head and figure out whys of buying behavior. The buyer's characteristics influence how he or she perceives and reacts to the stimuli, while the buyer's decision process itself affects his or her behavior.

Customer Satisfaction

According to Kotler and Keller (2009), in general, satisfaction is a person's feelings of pleasure or disappointment that result from comparing a product's perceived performance or outcome to their expectations. If the performance below the expectations, the customer is dissatisfied. If the performance matches the expectations, the customer is satisfied. If the performance exceeds expectations, the customer is highly satisfied or delighted. Customer assessments of product performance depend on many factors, especially the type of loyalty relationship the customer has with the brand. Consumers often form more favorable perceptions of a product with a brand they already feel positive about.

Customer Loyalty

Customer loyalty is the way of customers feel or act. Customers are loyal as long as they continue to use a good or service. Loyalty also can be defined as the customer's sense of belonging or commitment to the product. There are some customers who care so much about the company that they stay in contact to provide suggestions for improvement and constantly preach to others the benefits of the company (Zeithaml et al., 2009).

Creating a strong, tight connection to customers is the dream of any marketer and often the key to long-term marketing success. To build customer loyalty, companies can develop loyalty programs, such as frequency program and club membership programs. Frequency programs are designed to provide rewards to customers who buy frequently and in substantial amounts. Another program is club membership programs. It can be open to everyone who purchases a product or service, or it can be limited to an affinity group or to those willing to pay small fee. Although open clubs are good for building a database or snagging customers from competitors, limited membership clubs are more powerful long-term loyalty builders (Kotler & Keller, 2009).

Retention Dynamics

The process of attracting and retaining customers is started with everyone who might conceivably buy the product or service. These potentials are people or organizations who might be conceivably have an interest in buying the company's product or service, but may not have the means or intention to buy. The next task is to identify which potentials are really good prospects by interviewing them, checking on their financial standing, and so on. Marketing efforts can then concentrate on converting the prospects into first-time customers, and then into repeat customers, and then into clients. The next challenge is to turn clients into members by starting a membership program that offers benefits to customers who join, and then turning members into advocates, customers who enthusiastically recommend the company and its products and services to others. The ultimate challenge is to turn advocates into partners (Kotler & Keller, 2009).

Methodology

Research Design and Sampling

Research design in this study is started with problem identification. In this phase, the author had done some pre-research such as observation at Auto2000 Setiabudi, interview with Auto2000

Setiabudi's customers and staffs. The result from observation and interview was used to determine problem statement and research question.

The next step is conducting exploratory research. It aims to clarify and define the problems that will be appointed in this research. The results from exploratory research will be used to construct questionnaire variables. In conducting exploratory research, the author used four methods such as literature review, in-depth interview, focus group discussion, and secondary data. The literature review would be reviewed the theory about marketing strategy, marketing mix, service quality, and other supporting theories that has a relation with this research. In-depth interview was done with Auto2000's customers from other Bandung branch and Auto2000 Setiabudi's staffs from after sales division. The secondary data was taken from monthly unit entry data record and product and price list of after sales service. Then, the FGD (Focus Group Discussion) was done with ten Auto2000's customers who derived from each Auto2000's branch at Bandung.

The result from exploratory research was used to construct the questionnaire that will be addressed to Auto2000 Setiabudi's customers. The questionnaire consisted of 5 parts which are customer profile, service quality, customer satisfaction, customer loyalty, and open question. The first part of the questionnaire is the question with short answer and multiple choice types. The second, third, fourth and fifth parts is the question which using a likert scale with five numbers that have the meaning respectively. The respondents need to answer the most suitable feeling for all questions.

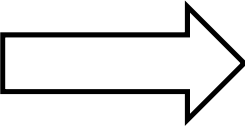
Then, the result from questionnaire would be analyzed by using descriptive analysis, factor analysis, and regression analysis. Descriptive analysis performed refers to each of the dimensions or variables that existed on the questionnaire. It is used to determine each respondent response toward variables or dimensions being studied. In order to make interpretation is become easier, the author performed categorization with mean analysis. Mean is a group description technique based on the average value. Mean is obtained by summing the data across individuals in the group, then divided by the number of individuals that exist in the group. Then, Factor analysis is used to reduce the variables which suspected has affect in differentiation function (discrimination) of each group. In this phase, the factor analysis will be used to answer the research question number 3. Hopefully, by the reduction of variable become smaller several factors, and then the generated model at the next stage will be more efficient and reliable.

The initial phase of the factor analysis is to test the feasibility model by using the Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO-MSA) test and Bartlett's Test of Sphericity. The variable is feasible if the coefficient of Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO-MSA) > 0.5 and if the coefficient of Bartlett's Test of Sphericity < 0.05 . After that, see how many factors are formed from existing components, it is found in the table of Total Variance Explained which is the Total Initial Eigenvalues has a value greater than 1. Then in the Rotated Component Matrix sought value greater than 0.5 in each subset, so could be known every components that forming each factor (Ghozali: 394). The last is used regression analysis. There two type that is used in this research, which are simple regression and multiple regression. Simple regression analysis is used to determine the effect of the independent variables to the dependent variable. In simple regression analysis, significance testing (t-test) to determine whether the independent variables have a significant effect on the dependent variable Furthermore, the calculation of the coefficient of determination (R^2) to determine the percentage effect of the independent variables to the dependent variable (Sugiyono, 2009). Multiple regression analysis is used to determine the effect of more than one independent variable to the dependent variable. In multiple regression analysis, significance testing is done to determine whether the independent variables have a significant effect on the dependent variable either partially or simultaneously. Furthermore, the calculation of the coefficient of determination is done (R^2) to determine the percentage effect of the independent variables to the dependent variable (Sugiyono, 2009).

The result quantitative analysis would be combined with qualitative analysis to create conclusion and recommendation for Auto2000 Setiabudi as the research object. The minimum samples required to perform this research was based on the research population. The target population for this research is the customers of Auto2000 Setiabudi's after sales service from the month of April 2012 until January 2013, because the limited time of this research. Then the genders are male and female, in the age of 21-60 years old, from a diverse background, job, and income. Based on customer database which is owned by the Auto2000 Setiabudi, the total customers who have visit Auto2000 Setiabudi within the month April 2012 until January 2013 is about 3750 customers. Slovin Theory is able to be used on determining sample size. In order to perform this research, 150 customers was needed with a marginal error of 8% (Confidence level of 92%).

$$n = \frac{N}{(N \times \text{error}^2) + 1}$$

N = number of population
n = sample size
e = error



$$n = \frac{3750}{(3750 \times 0.08^2) + 1}$$

n = 150 people

The author uses a nonprobability sampling. So, the samples of this research will not be selected by random selection. The eligible sample is the people who have doing their car maintenance at Auto2000 Setiabudi at least once and the respondent must be the car users or owner, not the driver.

Results

The marketing strategy of Auto2000 Setiabudi's after sales service division would be views from its marketing mix, segmentation, and value proposition.

In terms of marketing mix, Auto2000 Setiabudi has its own 7p's. For product aspects, the after sales division of Auto2000 Setiabudi has two main products which are vehicle maintenance and spare part for Toyota's vehicle. Those products are has a quality due to Auto2000's after sales service standards. For price aspects, Auto2000 Setiabudi has various range of cost for service and spare parts depend on Toyota's vehicle that wants to be repaired. If the car price is higher, the price of its service and spare parts would be higher too. For place aspects, Auto2000 Setiabudi is located on Setiabudi Street which is known for its crowdedness that occurs every day. It became one of disadvantages for Auto2000 Setiabudi. For promotion aspects, there are not a lot of things done by Auto2000 Setiabudi. They only promote Auto2000 Setiabudi through SMS, flyer, and rely on word of mouth among the customers. It also caused by limited budget which is owned by after sales division of Auto2000 Setiabudi.

In terms of people aspects, after sales division of Auto2000 Setiabudi has appropriate work force with thirty staffs and already trained officially by Auto2000. In terms of process aspects, the current process that should be passed by the customers is simple. Thus, a customer doesn't take much effort in their vehicle maintenance process. The last is physical evidence. The physical designs whether exterior or interior of Auto2000 Setiabudi is modern and comfort enough to accommodate customers need. The waiting room also appropriate with its all facility. The atmosphere in the building and even at the workshop is clean and neat. Unfortunately the land area is quite small. So the entrance and exit access for customers' vehicle feels a bit cramped.

In terms of segmentation, the existence of Auto2000 Setiabudi is aimed to cover the needs of after sales service for Toyota users who live around north area of Bandung. Then, Auto2000 Setiabudi accept customers both individual and institutions or companies

For value proposition, Auto2000 Setiabudi has some value offered to its customers. The values are quality-assured, comfy place, and hospitality. So, Auto2000 Setiabudi not only promising vehicle

maintenance quality, but also pampering customers with comfort waiting room with its facility and serving them with hospitality.

For Auto2000 Setiabudi's customer profile, the majority of respondents were 41 to 50 years old with 44%, and then 31 to 40 years old with 31%, 21 to 30 years old with 13% and the last are respondents aged 51 to 60 years as much as 12%. Most of Auto2000 Setiabudi's customers have latest education bachelor degree (S1) with percentage of 76%. Then the least are the respondent with latest education master (S2) as much as 3%. In terms of occupation, the majority of respondents are private employees with percentage 40%. Then the second is Entrepreneur with 21%. The third is bureaucrat with 19%. The fourth is housewife with 10%. The fifth is college student with 7%. In terms of monthly income, most of respondents are the people with monthly income between "Rp5,000,000 - Rp 10,000,000" per month with 31%.

Then the second are the respondents with monthly income "Rp 10,000,000 - Rp 15,000,000" with 26%. The third are the respondents with monthly income above "Rp 15,000,000" with 24% and the last are the respondents with monthly income below "Rp 5,000,000" with 19%. For the number of owned vehicle, most of respondents with percentage 53% have at least two vehicles. Then 27% of respondents only have one vehicle at their home. On the third position are the respondents who have three vehicles. The last is only 1% of respondents who have four vehicles. According to descriptive analysis about service quality, although overall it got a **good** score, but there are two aspects that got score below the average point of service quality. The aspects are **assurance** and **tangibles**.

According to descriptive analysis about customer satisfaction, overall it got a **good** score. But there are eight item that got score below the average point of customer satisfaction, such as; service advisor ability in giving explanation, the pace of work, working quality, appropriateness of working time, waiting room facility, appropriateness of cost, cashier staff pace in handling customers' payment process, and entrance and exit access of Auto2000 Setiabudi.

According to descriptive analysis about customer loyalty, overall it got **good** score. But, there is two items which got score below the average point. The items are the customer's willingness to refer to the others about Auto2000 Setiabudi, and about customer's unwilling to performed vehicle maintenance at other Auto2000 Setiabudi branches.

From factor analysis result, obtained three factors that become customer's criterion when they performing car maintenance. The first factor is **determination**. This factor is formed through 14 items of the questionnaire about service quality such as; such as; receptionist room is clean and comfort, Auto2000 Setiabudi always can solve every occurring troubles in your vehicle, approximate length of working time when repairing the vehicle is in accordance with the fact, the result of vehicle maintenance is satisfied, you do not have to wait for a long time to be served, service advisors are always ready to respond your needs, service advisor are always giving a solution toward your problem, transaction process is easy, security always greetings honestly, service advisor always greeting honestly, service advisor always listen to your needs, workshop is clean and comfort, waiting room is clean, and toilet and mosque facility is comfort. It is dominated by statements with the strong willingness from Auto2000 Setiabudi to gives customers the best. The second factor is **readiness**.

This factor is formed by 8 statements from the questionnaire about service quality such as; duration of vehicle repairmen is fast, security always directing you to the service place, service staff reminds you about service schedule, service advisor always answers your question correctly and clearly, service advisor has a good knowledge towards the product, appropriate snack and soft drinks provided at waiting room, adequate land area of Auto2000 Setiabudi, and Auto2000 employee's

uniform design is attractive. It is dominated by the statements about the wants from Auto2000 Setiabudi's staffs to serve the customers accurately and quickly. The third factor is **appropriateness**. This factor is formed through 4 items of the questionnaire such as; waiting room facility is complete and comfort, spent money is accordance with what you obtained, Auto2000 Setiabudi layout is comfort, and service staff is always asked about your vehicle 3 days after the service. This factor is dominated by the statements about the appropriateness between what customers' spent and get.

Based on the statistical analysis on the correlation test, the coefficient of determination, and hypothesis testing, the author concluded that, statistically, the influence of the dimensions of *Determination* (X_1), *Readiness* (X_2) dan *Appropriateness* (X_3) has very strong correlation and significant effect toward Customer Satisfaction (Y) with a contribution as 84,9% . While the remaining as 15,1% is influenced by other factors that is neglected by the authors.

Based on the statistical analysis on the correlation test, the coefficient of determination, and hypothesis testing, the author conclude that, statistically the effect of variable dimension Customer Satisfaction (X_4) has a very strong correlation and significant effect on customer loyalty (X_5) with a contribution of 60.6%, while the remaining contribution of 39.4% is influenced by other factors that are not observed by the researcher.

Discussion

In terms of marketing strategy, the after sales division Auto2000 Setiabudi has its marketing mix, segmentation, and value proposition in accordance with Auto2000's standard

From the result of descriptive analysis about service quality Auto2000 Setiabudi needs to improve its assurance and tangibles aspects. For assurance, staff from after sales division of after sales needs to more intense in reminding customer's vehicle service schedule and service advisor must be more precise and clearly in giving answer to the customers. For tangibles aspect Auto2000 Setiabudi must improving cleanliness and comfortness for its workshop, reorganize its building layout, and making employee's uniform become more attractive.

To increase customer satisfaction, there are some aspect that must be improved by after sales division of Auto2000 Setiabudi. Service advisors must improve their ability in giving explanation to the customers, the mechanic must increase its pace of work, improving working quality for car maintenance, decreasing the gap for promises waiting time and reality, adding waiting room facility, increase cost appropriateness, improving cashier staff speed in serving the customers, and reorganize entrance and exit access of Auto2000 Setiabudi.

Based on regression analysis from service quality to customer satisfaction and customer satisfaction to customer loyalty, among those variables are having significant effect toward each variables. From factor analysis, obtained three new factors which are **determination, readiness, and appropriateness**. Auto2000 Setiabudi must be paid attention towards those factors in increasing customer satisfaction and also customer loyalty.

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